



ANNUAL REPORT 2021

United States Bankruptcy Court
Central District of California

Honorable Maureen A. Tighe
Chief Judge

Kathleen J. Campbell
Executive Officer/Clerk of Court



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Executive Summary

In 2021, the U.S. Bankruptcy Court for the Central District of California continued to effectively serve the public and meets its mission while facing the challenges of a global pandemic. Highlights of the year include:

- On November 4, the Central District Consumer Bankruptcy Attorney Association (cdcbaa) named Chief Judge Maureen A. Tighe the "2021 Judge of the Year" at the annual Calvin Ashland Awards Dinner.
 - Effective January 1, 2022, Judge Theodor C. Albert will assume the post of Chief Bankruptcy Judge for the Central District of California.
 - On October 19, the Orange County Women Lawyers Association (OCWLA) named Judge Erithe A. Smith "Judge of the Year" at the OCWLA Annual Gala.
 - Judge Erithe A. Smith was inducted into the John M. Langston Bar Association's Hall of Fame.
 - On January 7, in response to the COVID-19 pandemic spike, Chief Judge Tighe issued General Order 21-01 which closed all courthouses of the Central District of California and suspended all in-person court operations. Throughout the court closures, judges and staff worked tirelessly to avoid disruptions of day-to-day operations, ensure the continuance of court functions, and implement programs and initiatives to provide service to the public during these unprecedented times. On March 22, the Court reopened the Intake areas per General Order 21-03. Also, judges continued to hear matters remotely through telephonic or video service.
 - According to the national filing data released by the Administrative Office of the U.S. Courts, for the 12-month period ending December 31, the Central District of California led the nation in both business and non-business filings. Additionally, the Central District of California received 33 percent more bankruptcy filings than the second largest filing district, the Middle District of Florida.
 - During National Pro Bono Celebration Week, which took place October 24-30, the Court recognized volunteers for their exceptional service to the Court and the public. The *Honor Roll* is published under "Programs and Services for Attorneys," and is based on the names submitted by each of the Court's self-help desks, for the 12-month period ending October 31, to recognize volunteers from each organization.
 - The U.S. District and Bankruptcy Courts for the Central District of California hosted a local contest for high school students in conjunction with the Ninth Circuit's Civics Contest. This year's contest theme was "How should we as a society strike the appropriate balance within the framework of our Constitution between safeguarding our rights and fulfilling our responsibilities to each other?"
 - New technology, including cameras and video equipment, was installed in all courtrooms that permit appearance via video and in-person. User manuals in each courtroom were also updated to reflect the new equipment and training was provided to the public and staff.
 - On December 9, the Court announced the release of *The Central Guide*, a brand-new digital tool that replaces the *Court Manual*. *The Central Guide* is a one-stop, digital database with links to content that is already published on the Court's website. *The Central Guide* allows users to look up specific Local Bankruptcy Rules (LBRs) and links to forms and instructions that match the related LBR.
 - The Court filled several key positions in both Operations and Administration throughout the District. These positions included two external new hires.
- In an effort to monitor and track the goals outlined in the Court's 2020-2024 *Strategic Plan*, the Clerk's Office established the Strategic Planning Council and six working groups known as the Centers of Excellence (CoE). The Strategic Planning Council and CoE consist of the Chief Judge, Clerk of Court, chief deputies, managers, supervisors, law clerks, and other staff members from across the Central

District who assist the Court in achieving its mission, vision, and strategic goals. During the inaugural year, the Strategic Planning Council and CoEs completed more than 30 projects and initiatives under the Court's *2020 – 2024 Strategic Plan*.

- Throughout the year, Zoom for Government (ZoomGov) continued to be used for both remote and hybrid hearings. The total ZoomGov use in 2021 resulted in the following: 3,249 meetings, 2,408,506 meeting minutes, and 40,741 participants. Additionally, the Zoom Webinar license was used for 29 training events and had a total of 1,594 participants during the 2021 calendar year.
- Throughout the year, the Court continued to upgrade the infrastructure and audio-visual technologies in several courtrooms. The remaining courtrooms in the Edward R. Roybal Federal Building and U.S. Courthouse are scheduled to be upgraded through July 2022.
- The Clerk's Office updated its interactive statistics dashboard. The new dashboard provides up-to-date filing and closing data for chapter 7, 11, and 13 cases, as well as adversary proceedings by division, county, and district. The dashboard is refreshed daily and accessible to the public via the Court's external website.
- In response to the COVID-19 pandemic and several court closures, the Court began offering Pay.gov to self-represented litigants as a secure way to make payments online. Pay.gov enables self-represented litigants to pay fees online for the certification of documents, copies, and fee installments for chapters 7 and 13.
- On April 26, the Court went live on NextGen Case Management/Electronic Case Filing (CM/ECF), joining other appellate, district, bankruptcy, and other national courts in implementing the latest version of its Case Management/Electronic Case Filing system in an effort to provide for the current and future filing and case management needs of all CM/ECF users. Court staff worked tirelessly to ensure the national solution integrated with local modifications and programs.

- On April 26, the Central District went live with NextGen electronic Self-Representation software (eSR) for chapter 7, replacing the Court's local program. eSR is a tool that helps individuals complete a bankruptcy petition when they have decided to file bankruptcy without an attorney. This upgraded module allows intake staff to seamlessly navigate the case opening process, for individuals who have electronically submitted a chapter 7 eSR bankruptcy petition for filing using NextGen eSR.

Also, on September 1, the Court went live with NextGen eSR for chapter 13 and updated its internal procedures to include case opening instructions for chapter 13 eSR.



MISSION, VISION, AND VALUES OF THE COURT

OUR MISSION

To serve the most populous and diverse judicial district in the country by providing bankruptcy relief, fair and impartial justice, and a prompt and efficient resolution of disputes.

OUR VISION

The United States Bankruptcy Court for the Central District of California will be aligned with the public's needs and future trends and will be a model of exemplary service with expert, resourceful employees:

- Maintaining a safe, professional environment
- Adhering to high standards of conduct and professional development
- Treating the public with dignity and respect
- Being accessible, convenient, understandable, and responsive to the needs of the district's diverse community
- Allocating and managing resources efficiently and effectively
- Using advanced technology to support the Court, enhance access to justice, and serve those who access the Court
- Educating the public about the role and function of the Court and the services provided

OUR VALUES

- Respect
- Integrity
- Diversity
- Exceptional Service
- Innovation
- Collaboration
- Education

THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA

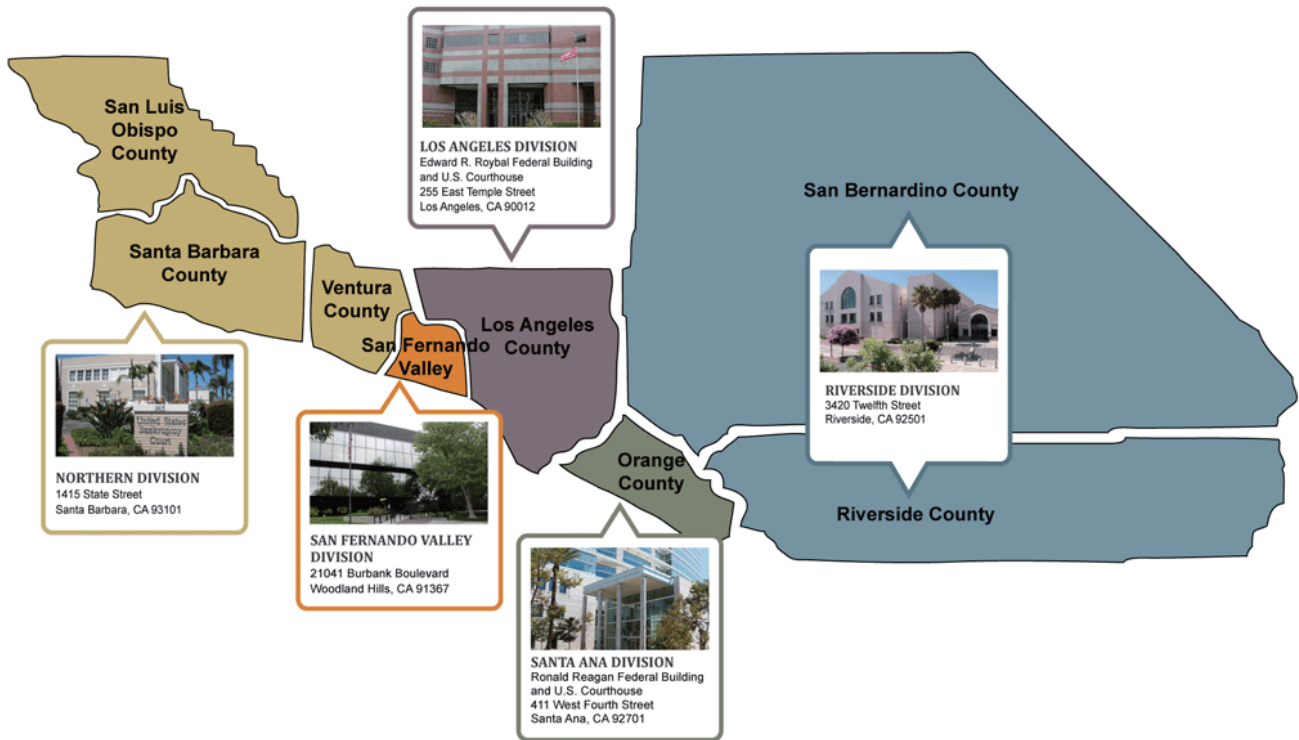


Top Row (left to right): Mark D. Houle, Martin R. Barash, Theodor C. Albert, Wayne Johnson, Scott C. Clarkson, Ernest M. Robles, Neil W. Bason, and Deborah J. Saltzman

Middle Row (left to right): Erithe A. Smith, Catherine E. Bauer (Retired), Sandra R. Klein, Victoria S. Kaufman, Robert N. Kwan, Mark S. Wallace, and Scott H. Yun

Front Row (left to right): Barry Russell, Geraldine Mund (Recalled), Maureen A. Tighe (Chief Judge), Sheri Bluebond, Vincent P. Zurzolo, and Julia W. Brand

IN PROFILE



DISTRICT PROFILE

The Ninth Circuit is the largest of the 12 federal circuits in terms of size, population, number of federal judges, and volume of litigation. The U.S. Bankruptcy Court for the Central District of California is one of 13 bankruptcy courts within the Ninth Circuit, which includes the federal courts of Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Washington, Guam (a United States Territory), and the Northern Mariana Islands (a United States Commonwealth).

Covering approximately 40,000 square miles, encompassing seven counties, and served by 21 authorized judgeships, the U.S. Bankruptcy Court for the Central District of California is one of the largest bankruptcy courts in the United States. The Central District serves the residents of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, San Luis Obispo, and Ventura Counties, with courthouses in Los Angeles, Riverside, Santa Ana, Santa Barbara, and Woodland Hills.

POPULATION SERVED

With a population of more than 19.2 million people, the Central District is home to nearly 50 percent of the state's population. According to the United States Census Bureau, the Central District is home to four of the five most populous counties in the state, and four of the 12 most populous counties in the United States (Los Angeles, Orange, Riverside, and San Bernardino Counties).

Strategic Issue 1: Enabling Broad Access to the Court

NextGen eSR for Chapters 7 and 13

On April 26, the Central District went live with NextGen electronic Self-Representation (eSR) software for chapter 7. NextGen eSR replaced the Court's local interim petition submission module, CACB eSR. The NextGen eSR Expert Panel, a national panel consisting of subject-matter experts, assisted developers with a "wish list" of recommendations for upgrades and new features for NextGen eSR. Panel members from the Court included Chief Judge Maureen A. Tighe and Case Management Administrators Andrea Gomez and Kimberly Romero. This upgraded module allows intake staff to seamlessly navigate the case opening process, for individuals who have electronically submitted a chapter 7 eSR bankruptcy petition for filing using NextGen eSR.

Also, on September 1, the Court went live with the NextGen version of chapter 13 eSR and updated its internal procedures to include case opening instructions for chapter 13 eSR. The Court also posted an updated process flow document that added chapter 13 information to the existing chart on the eSR landing page on its website. Additionally, in October, the eSR slideshow was updated to include chapter 13 information and the Court published an updated version of its eSR video so that the eSR screenshots match the appearance of NextGen eSR.

In preparation for NextGen eSR for chapter 13, the Center of Excellence (CoE) for NextGen eSR and eSR testers prepared a revised Electronic Filing Declaration and updated the confirmation email for both chapters 7 and 13 users. All attachments were formatted as fillable forms capable of auto populating information that repeats throughout the form package. The CoE for NextGen eSR also reviewed the website and partnered with the Communications Department to update the content for the eSR landing page, eSR checklists, "For Debtors" webpage, and FAQs webpages.

Court Provides Guidance Regarding eSR

After a successful electronic Self-Representation (eSR) software launch, the Court assisted other courts, such as the U.S. Bankruptcy Court for the Northern District of Illinois, with implementation. On September 23, staff met with staff from the U.S. Bankruptcy Court for the Northern District of Illinois to assist with questions as they prepared to implement eSR in their district. Also, on September 24, and in preparation for the Bankruptcy Judges Advisory Group's (BJAG) October meeting, the Court provided input about the strengths and weaknesses of the eSR module, specifically, what court and self-represented litigants cite as complications with the module, and how to address those complications.

Language Line Interpreter Services

Language Line Interpreter Services, LLC (LLS) is a telephone interpreter line program for limited English proficient filers made available for courtroom use. The contract with LLS was updated for FY 2021 to reflect the funding provided by the Attorney Admission Fund. Management Analyst Mark Francisco and Case Management Administrator Sandra Mohammad provided staff training for all divisions.

The first use of LLS took place in Judge Sheri Bluebond's courtroom on March 31, during a ZoomGov hearing. The first interpreter was requested to interpret for a litigant who spoke Vietnamese. And, the second use took place on April 28, when a Spanish-speaking interpreter assisted two litigants in two separate matters. In preparation for future requests, the Clerk's Office has modified the telephone connection instructions to accommodate the interpreter connection during remote court proceedings (ZoomGov, AT&T, or CourtCall) as a result of the COVID-19 pandemic.

Additionally, on September 27, court staff coordinated the renewal of the interpreter service agreement between the Attorney Admission Fund and LLS for FY 2022 so that LLS may continue to meet the need for an interpreter in the Central District.

Court Participates in Federal Judicial Center Research on SRLs

On December 13, the Chief Judge Maureen A. Tighe, Executive Officer/Clerk of Court Kathleen J. Campbell, and Senior Legal Analyst Jennifer Kohout met with Federal Judicial Center (FJC) researcher Tim Reagan and staff to discuss electronic filings by self-represented litigants (SRL). During the interview, the FJC asked about opportunities and procedures for SRL electronic filing, accepting filings by email or drop box, and the Court's use of the electronic Self-Representation (eSR) software. The FJC also asked what challenges courts face when expanding opportunities for electronic filing by SRLs. The Clerk's Office staff gathered resources and information as follow-up to the FJC's interview. The Court was the first bankruptcy court to participate, but district courts and courts of appeal were later included in the study.

debit cards are not accepted. Shortly after the transaction is completed, an email notification is sent to the Operations and Financial Services Departments in the Los Angeles Division with a financial tracking number. Then, a staff member verifies and cashiers the completed transaction.

Spanish Version of eSR Video Updated with Help of Spanish Interpreter Volunteer

The Court updated the Spanish version of its electronic Self-Representation (eSR) video with information related to NextGen and the addition of chapter 13. In December, Spanish interpreter volunteer Ana Cuellar returned for a new volunteer term through the spring of 2022. Ms. Cuellar assisted with Spanish language updates for eSR and other court materials for self-represented parties.

Pay.gov for Self-Represented Litigants

In response to the COVID-19 pandemic and several court closures, the Court began offering Pay.gov to self-represented litigants (SRLs) as an option to make secure payments online. Since its implementation on July 2, SRLs have been able to pay fees online for the certification of documents, copies, and fee installments for chapters 7 and 13. The online payments are processed through a separate Pay.gov site, where payments are withdrawn from a bank account through automated clearing house (ACH). Credit cards and

COURT EVENTS AND COMMUNITY OUTREACH



Court Celebrates National Pro Bono Week and Recognizes Honor Roll Volunteers

National Pro Bono Week, organized by the American Bar Association's Standing Committee on Pro Bono and Public Service, was held October 24-30, 2021. Each year during the celebration, the Court updates its published *Honor Roll* for the previous 12 months. The *Honor Roll* is based on the names submitted by each of the Court's self-help desks, for the 12-month period ending October 31, to recognize volunteers from each organization. On October 22, the Court posted the *Honor Roll* on its website and Twitter account, recognizing approximately 100 volunteers for their exceptional service to the Court and the public. These volunteers serve an area of extreme need, providing vital services, advice, and in some cases legal representation for qualifying individuals. The service provided by these volunteers greatly benefits the Court and all its litigants, regardless of income level.

Swag bags and certificates were made available for the pro bono volunteers to gather at the Court location where the volunteer served and at recognition events throughout the Central District.



Pro Bono Volunteers Recognized at IEBF Event

On February 3, Judge Mark D. Houle recognized three Pro Bono Help Desk volunteers during an Inland Empire Bankruptcy Forum (IEBF) event held via Zoom. The

honorees received a Certificate of Appreciation and a swag bag. Judge Houle acknowledged the valuable service the Help Desk provides to the community, especially to those unable to use the Court's electronic filing options due to limited computer skills, members of the non-English speaking community, and the elderly. Judge Houle encouraged members of the Bar to volunteer their services to the Joint Pro Se Help Desk as it is a rewarding experience and makes a difference in the lives of those served. Following recognition of the volunteers and the work of the Pro Bono Help Desk, Judge Houle provided an update on the Court's operations during the pandemic.

Court Website Includes Banner Regarding Emergency Rental Assistance

At the request of the U.S. Trustee's Office, the Court added a link to its website that directs the public to resources available via the U.S. Trustee's webpage. The Court also added information for self-represented litigants regarding filing instructions related to the Coronavirus pandemic to its "Don't Have an Attorney" webpage. This banner was designed to raise awareness and provide information about emergency rental assistance programs provided by the U.S. Treasury.

CARE Presentation for Saddleback High School

On September 29, Senior Legal Analyst Jennifer Kohout and Credit Abuse Resistance Education (CARE) Administrator Leslie Medina spoke to approximately 30 high school students at Saddleback High School in Santa Ana via Zoom. As part of Saddleback High School's Senior Conference Day, bankruptcy attorneys and other professionals, acting as CARE volunteers, made presentations about credit card debt and making wise financial decisions. In total, nearly 80 students attended the CARE presentations throughout the day. Through the Court's Community Outreach Committee, judges and court staff continue to volunteer with CARE to educate students throughout the Central District.



2021 Civics Contest

The U.S. District Court and U.S. Bankruptcy Court for the Central District of California hosted a Civics Contest (Local Contest) for high school students. The Local Contest was held in conjunction with an essay and video competition sponsored by the Ninth Circuit for high school students in the Western United States (Ninth Circuit Contest), “How should we as a society strike the appropriate balance within the framework of our Constitution between safeguarding our rights and fulfilling our responsibilities to each other?”

The Central District accounted for more than 20 percent of the Ninth Circuit’s submissions. On June 25, Judge Sandra R. Klein hosted a virtual reception for the winners via Zoom. Before the reception, each student whose essay or video was selected as first, second, third place as well as honorable mention, received a certificate, and the top three students in each category also received cash prizes of \$1,000 for first place, \$750 for second place, and \$500 for third place.

Winners of the essay competition were: First place – Nefertari Hammant of Magnolia Student Center-Springs Charter School in Riverside; second place – Laura Pham of Oxford Academy in Cypress; and third place – Grace Yue, also of Oxford Academy.

Winners of the video competition were: First place – Ariana Perez of Troy High School in Fullerton; second place – the team of Simone Chan, Yixi Chen, and Shihui

Huang of Arcadia High School in Arcadia; and third place – Viren Mehta of Oxford Academy in Cypress.

The first, second, and third place essays and videos were automatically entered into the Ninth Circuit Contest to compete with winners from all other districts in the Ninth Circuit. Winners of the Ninth Circuit Contest, who received \$3,000 (first place); \$1,700 (second place), and \$1,000 (third place), were announced on June 29.

Law Day

On February 25, in conjunction with the Ninth Circuit Civics Contest, themed: “How should we as a society strike the appropriate balance within the framework of our Constitution between safeguarding our rights and fulfilling our responsibilities to each other?” Approximately 35 students from Canoga Park High School in Canoga Park, and an equal number of volunteer mentors – judges, lawyers and other professionals - participated in the virtual program via ZoomGov. Law Day included a mentoring lunch, during which the students shared lunch with the mentors and discussed their post-graduation plans, and a presentation by guest speaker Professor Kimberly West-Faulcon, who discussed constitutional rights and responsibilities.

Virtual Mock Trials Held for Canfield Elementary Students

On March 11, the Court held its first virtual mock trials for 100 fourth and fifth grade students from Canfield Elementary School. Judge Sheri Bluebond welcomed the students with a video recording of what the students would have seen if their visit to the Court was in person. After a brief question and answer session, the students went into three “break-out rooms” for mock trials: one with Judge Bluebond, one with Judge Julia W. Brand, and the other with Judge Sandra R. Klein. After the mock trial breakout sessions, the students were treated to a presentation about the U.S. Marshals Service by Deputy Marshal Matthew Cordova.



FED Day

On December 9, Bankruptcy Judge Sandra R. Klein and Magistrate Judges Pedro V. Castillo and Karen L. Stevenson hosted 70 students from Santa Ana High School for Federal Exploration (FED) Day via Zoom.

FED Day began with a “courtroom” discussion with the judges discussing their favorite amendment. Magistrate Judge Castillo kicked off the event by highlighting key provisions of the Sixth Amendment, which, in criminal prosecutions, guarantees defendants the right to a speedy public trial, to confront and present witnesses, and effective assistance of counsel. Then, Magistrate Judge Stevenson focused on the Nineteenth Amendment, which guarantees women the right to vote. Finally, Bankruptcy Judge Klein discussed the Equal Protection Clause of the Fourteenth Amendment, explaining how it is as relevant today as it was when it was ratified in 1868. It was evident from the questions the students posed that they were interested and engaged in the discussion.

The students also heard from Drug Enforcement Administration (DEA) Special Agent Khanh D. Vo, who was born in Vietnam and escaped with his family when he was four years old. Special Agent Vo interspersed his remarks with personal stories that encouraged students to work hard, stay in school and away from drugs, and pursue their dreams.

SPEAKING ENGAGEMENTS, EVENTS, AND PROGRAMS

January

- January 4: Judge Klein provided financial literacy training for individuals involved in the District Court's Conviction and Sentence Alternatives (CASA) program.
- January 13 and 14: Judge Klein conducted mock interviews with Loyola Law School students preparing to interview for summer positions.
- January 15: Judge Albert served as a panelist for the Orange County Bankruptcy Forum's "Commercial Landlord/Tenant Issues in the Era of a Pandemic" discussion.
- January 20: Judge Klein spoke to Gary Williams' Loyola Law School's Ethical Lawyering class at Loyola Law School.
- January 22: Judge Klein swore in a former extern and Loyola Law School graduate to the State Bar of California.
- January 23: Judge Bason served as a speaker at cdcbaa and Orange County Bankruptcy Forum's co-sponsored "15th Annual Review of 9th Circuit Decisions on Bankruptcy in 2020" program.
- January 29: Judge Klein discussed the use of the Zoom whiteboard during a Berkeley Judicial Institute Interactive Teaching program.

February

- February 3: Judge Houle provided opening comments regarding the Riverside Division and honoring the 2020 pro bono volunteers at the Inland Empire Bankruptcy Forum's "Pros and Cons of Filing a Chapter 7 for a Business Entity and Alternatives (ABC, Receiverships, etc.)" webinar.
- February 4: Judge Klein served as a mentor in the Mentor Jet program at Pepperdine University.
- February 10: Judge Klein provided financial literacy training to individuals involved in the District Court's Conviction and Sentence Alternatives (CASA) program.
- February 25: Judge Smith served as a panelist for the Orange County Bar Association, Commercial Law & Bankruptcy Section's "What I Knew Then and What I Know Now: Best Practices from the Veterans of the OC Bench and the Bar" CLE program.
- February 26: During the Financial Lawyers Conference's "Nuts & Bolts 2021: Workouts and Restructurings of Corporate Debt Obligations" program, Judge Saltzman served as a speaker for the "Chapter 11 – Some Key Components" discussion.
- February 27 – 28: Judge Clarkson participated as a judge for the St. John's University School of Law and American Bankruptcy Institute's 29th Annual Duberstein Bankruptcy Moot Court Competition.

March

- March 3: Judge Brand participated in University of Southern California's Law Bankruptcy Career Panel on "Business Bankruptcy and Restructuring Corporate Law Practice."
- March 4: Chief Judge Tighe served as a panelist for the Los Angeles County Bar Association, Commercial Law and Bankruptcy Section's "A Leaky Boat on a Choppy Sea: A Very Timely Bankruptcy Primer for Small Businesses" MCLE program.
- March 10: As a panelist during the American Bankruptcy Institute's 2021 Virtual Bankruptcy Battleground West, Chief Judge Tighe participated in the "The Business Case: Game-Changing Benefits of Diversity, Equity & Inclusion" discussion.
- March 10: As a panelist during the American Bankruptcy Institute's 2021 Virtual Bankruptcy Battleground West, Judge Saltzman participated in the "Technology Issues: Crash Course" discussion.
- March 10: As panelists during the American Bankruptcy Institute's 2021 Virtual Bankruptcy Battleground West, Judges Barash, Bason, Bluebond, Brand, Yun, and Zurzolo participated in the "Crossfire" panel and addressed "hot" and "interesting" bankruptcy issues.

- March 18: Judges Russell and Yun co-paneled "Joint Session: Bankruptcy Appeals" at the William Matthew Bryne Jr. 21st Annual Judicial Clerkship Institute.
- March 19: Judge Barash served as a panelist for the "Session 1: Hot Topics in Bankruptcy" breakout session at the William Matthew Bryne Jr. 21st Annual Judicial Clerkship Institute.
- March 19: Judge Klein participated in the Women's Lawyers Association of Los Angeles's "A Conversation with U.S. Bankruptcy Judge Sandra Klein" program.
- March 20: Judge Russell served as a speaker during cdcbaa and the Los Angeles Bankruptcy Forum's co-sponsored "Evidence Issues in Bankruptcy Court" webinar.

April

- April 5: Judge Saltzman served as a panelist at the Los Angeles Bankruptcy Forum and Orange County Bankruptcy Forum's co-sponsored "The Impact of Pandemic Legislation on Bankruptcy Litigation" discussion.
- April 6: Judge Klein hosted a virtual Girl Scout Troop visit to the courthouse.
- April 8: As a speaker, Judge Wallace discussed "The Harried and Hassled Attorney: Combating Stress through Understanding Brain Science, Embracing Adversity and Other Strategies" at the Orange County Bankruptcy Forum and Inland Empire Bankruptcy Forum's co-sponsored specialty MCLE program.
- April 9: Chief Judge Tighe; Judges Albert, Barash, Bason, Bluebond, Brand, Clarkson, Houle, Klein, Saltzman, Smith, and Wallace; and Chief Deputy of Administration John Hermann served as presenters at the Inland Empire Bankruptcy Forum's webinar.
- April 12 – 13: During the Federal Judicial Center's National Workshop for Bankruptcy Judges, Recalled Judge Mund served as a presenter for the "Concurrent Education Session - History of Bankruptcy, Rethinking the Code" program.
- April 12 – 13: During the Federal Judicial Center's National Workshop for Bankruptcy Judges, Judge Bluebond served as a presenter for the "Small Group Discussion - SBRA Developments" program.
- April 12 – 13: During the Federal Judicial Center's National Workshop for Bankruptcy Judges, Judge Saltzman served as a presenter for the "Small Group Discussion - Diversifying Paths to the Bankruptcy Profession" program.
- April 13: Judge Klein coordinated and organized the "Plenary Session: Evidence Master Class" program for the Federal Judicial Center's National Workshop for Bankruptcy Judges.
- April 13 – 14: During the Federal Judicial Center's National Workshop for Bankruptcy Judges, Chief Judge Tighe served as a presenter for the "Concurrent Education Session - Dealing with Difficult Self-represented Litigant Situations" program.
- April 15: Judge Brand discussed "New Developments in Bankruptcy Law and Debtor/Creditor Relations Affecting Estate and Financial Planning" with the Estate Counselors Forum.
- April 15: Judge Klein served as a panelist for the American Bankruptcy Institute's "Dealing with Debtors and Creditors with Mental Health Issues" program.
- April 17: Judge Klein presided over a mock trial for high school students participating in the Loyola Law School's Young Lawyers Program.
- April 21: Judge Barash served as a panelist for the American Bankruptcy Institute's "Be Careful What You Ask For: Risks and Benefits of Involuntary Bankruptcy Filings" program.
- April 22: During the Virtual Spring Meeting of the Business Law Section of the American Bar Association, Judge Bluebond served as the game show host for "The Game of Life – Bankruptcy Edition."
- April 23: Judge Wallace presented a program to the Arcadia Rotary Club entitled "Combatting Stress by Embracing Adversity."
- April 27: Judge Klein spoke to first-year University of Connecticut Law School students during their "Send Off" end of the year program.

May

- May 11: Judge Brand participated in the California Bankruptcy Forum's "Consumer Program Session: Representing Consumers When the Big Wave Hits."
- May 12 and 14: Judge Klein participated in California Bankruptcy Forum's Judicial roundtables addressing "Zoom trials, depositions, hearings," and Small Business Reorganization Act, COVID-19 mortgage relief, and attorneys' fees.
- May 15: During the California Bankruptcy Forum's 33rd Annual Insolvency Conference, Judges Albert, Barash, Bason, Brand, and Saltzman served as panelists for the Bankruptcy Quiz Show and Judge Bluebond served as the game show host.
- May 23: Judge Klein spoke during the American Bankruptcy Institute's national Diverse Attorney Pipeline Program: "Why Bankruptcy: A Discussion on an Awesome Practice."

June

- June 3: Judge Klein presided over Swearing-In ceremony at Loyola Law School for new admittees to the State Bar of California.
- June 7: Chief Judge Tighe and Judges Barash, Bason, Bluebond, Brand, Kaufman, Klein, and Russell were panelists at the Los Angeles Bankruptcy Forum's Annual Night with the Judges. Chief Judge Tighe also gave a "State of the Circuit" presentation immediately before the commencement of the panel.
- June 8: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judge Clarkson hosted a discussion regarding "Bankruptcy Philosophy and History" for national externs and law clerks.
- June 13: The Los Angeles Bankruptcy Forum celebrated the 10th Anniversary of Judge Donovan's landmark decision regarding the rights of gay couples to file a joint bankruptcy petition.
- June 24: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judge Clarkson hosted a discussion regarding "The Chapter 11 Process: The Oil Exploration and Extraction Industry Reorganization Experience" for national externs and law clerks.
- June 24: Judge Klein participated as a panelist during Loyola Law School's Criminal Law, Government and Judiciary program.
- June 28: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judge Clarkson hosted a discussion regarding "The Subchapter V Process: The Small Business Reorganization Model" for national externs and law clerks.

July

- July 8: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judge Clarkson hosted a discussion regarding "Rock and Roll Criticism, Litigation and Bankruptcy" for national externs and law clerks.
- July 12: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judge Barash hosted a discussion regarding "Legal Writing & Research for Bankruptcy Law Clerks and Externs: 11 Humble Suggestions and Tips" for national externs and law clerks.
- July 12: Judge Smith served as a speaker for the American Bar Association Litigation Section's Judicial Intern Opportunity Program and American Bankruptcy Institute's Diversity and Inclusion Working Group's "Pathways to the Bankruptcy Bench" joint webinar.
- July 15: Judge Clarkson was a speaker at the Federal Bar Association, Orange County Chapter's special, in-person pro bono luncheon about opportunities for attorney involvement, as well as from representatives of organizations including Community Legal Aid SoCal, Elder Law & Disability Rights Center, Public Law Center, and Veterans Legal Institute.

- July 19 – 20: During the Federal Judicial Center's National Workshop for Bankruptcy Judges, Recalled Judge Mund served as a presenter for the "Concurrent Education Session - History of Bankruptcy, Rethinking the Code" program.
- July 20: Judge Klein organized and coordinated the "Plenary Session: Evidence Master Class" program for the Federal Judicial Center's National Workshop for Bankruptcy Judges.
- July 20: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judges Clarkson and Kaufman hosted a discussion regarding "Adversary Proceedings in Bankruptcy" for national externs and law clerks.
- July 20 – 21: During the Federal Judicial Center's National Workshop for Bankruptcy Judges, Chief Judge Tighe served as a presenter for the "Concurrent Education Session - Dealing with Difficult Self-represented Litigant Situations" program.
- July 22: Judge Barash participated in Public Counsel's Debtor Assistance Project and the Santa Monica Bar Association's "COVID-19 and Bankruptcy: Evaluating the Financial Impact of the Pandemic on Small Businesses" virtual program.

August

- August 3: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judge Clarkson hosted a discussion regarding "The California Real Property Non-Judicial Foreclosure Process" for national externs and law clerks.
- August 5: Judge Klein participated as a panelist during Loyola Law School's Externship program.
- August 9: As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, Judge Clarkson hosted a discussion regarding "California Automobile Titles, Ownership and Repossessions" for national externs and law clerks.
- August 12: Chief Judge Tighe discussed the State of the Circuit/District at the Federal Bar Association's Annual State of the Courts Luncheon Program.

September

- September 23: Judge Albert served as a speaker for the Orange County Bar Association, Commercial Law & Bankruptcy Section's "Uncharted Territory: Staying on Course Amid California's Ethics Rules and Rule Proposals" discussion.
- September 24: Recalled Judge Ahart participated in the San Fernando Valley Bar Association, Bankruptcy Law Section's "Recent Supreme Court Cases Regarding Bankruptcy" webinar.
- September 24: Retired Judge Jury provided the Central California Bankruptcy Association Bankruptcy Institute with an update on the Ninth Circuit and the Circuit Bankruptcy Appellate Panel cases.
- September 28: Judge Klein participated as a panelist during a National Association of Bankruptcy Trustees program, "Presumptions, Presumptions. Whose Property Is It Anyway?" that addressed community property and title presumptions.
- September 29: Judge Klein participated as a panelist during the American Bankruptcy Institute's program hosted by Loyola Law School addressing the practice of bankruptcy law and the importance of diversity, equity, and inclusion in the workplace.

October

- October 6, 7, and 9: Judge Smith hosted a morning Zumba session at the National Conference of Bankruptcy Judge's 95th Annual Conference in Indianapolis.
- October 7: Judge Bluebond participated in the National Conference of Bankruptcy Judge's "Ethics Roundtable with the Judges" CLE program at the 95th Annual Conference in Indianapolis.

- October 7: Judge Clarkson discussed "Rembrandt van Rijn – The Bankruptcy of 1656 – The Art, Loves and Insolvency of a Great Artist" at the National Conference of Bankruptcy Judge's 95th Annual Conference in Indianapolis.
- October 7: Judge Russell hosted the "39th Annual Federal Bar Association Annual Judge Barry Russell Federal Awards Luncheon."
- October 8: Judge Saltzman participated in the National Conference of Bankruptcy Judge's virtual "Ethics Roundtable with the Judges" CLE program at the 95th Annual Conference in Indianapolis.
- October 13: Judge Klein participated as a panelist during Loyola Law School's panel addressing the benefits of Federal Judicial Externships.
- October 18: Judge Brand served as a panelist during the Los Angeles Bankruptcy Forum's "Turning Lemons into Lemonade: How Best to Manage Distressed Assets" program.
- October 21: Judge Smith participated as a panelist in the Financial Lawyers Conference's "Please Release Me: Third Party Releases, Injunctions, and Exonerations in Chapter 11 Plans and Settlements" event.
- October 25: Judges Albert, Smith, and Wallace were featured speakers for the Orange County Bar Association, Commercial Law & Bankruptcy Section's Sixth Annual Consumer Bankruptcy Law Update webinar.
- October 28: Judge Bason served as a panelist for the Insolvency Law Committee of the California Lawyers Association's "Default Interest Consolidations in Bankruptcy" webinar.

November

- November 4: Judge Barash participated in the American Bankruptcy Institute's "Hot Topics with Bill Rochelle" and discussed circuit splits on important consumer bankruptcy issues.
- November 8: Judge Clarkson participated in the United Trustee Association's (UTA) Annual Conference as a panelist and discussed court decisions and recent legislation that affects UTA members in their day-to-day business of servicing, collection, and foreclosure.
- November 12: Judge Klein organized and hosted mock trials and luncheon for Loyola Law School students who participated in the Consumer Bankruptcy Clinic.
- November 13: Judges Johnson, Wallace, and Yun served as panelists at the Inland Empire Bankruptcy Forum's "Annual Survey of Consumer Bankruptcy Law" event.
- November 17: Judge Klein participated as a panelist during a program for the University of Maryland, Carey School of Law which addressed the fascinating practice of bankruptcy law, civility, ethics, and courtroom etiquette.
- November 18: Judge Yun offered his perspective on his decisions to the *Daily Journal*.
- November 19: Judge Klein participated as a panelist during Federal Bar Association, Los Angeles Chapter's Annual Bankruptcy Ethics Symposium on mentoring.

December

- December 10: As a panelist at the University of Kentucky, Rosenberg College of Law's 20th Biennial Judge Joe Lee Bankruptcy Institute, Judge Clarkson discussed "Legislative Update & Bankruptcy Practice Issues on the Horizon/Bankruptcy Current Events."
- December 11: Judge Barash participated in the 33rd Annual Winter Leadership Conference's "Circuit and District Court Splits on Important Bankruptcy Issues with Bill Rochelle & Friends" discussion.

Strategic Issue 2: Fair and Effective Court Operations

JUDICIAL CASELOAD

Bankruptcy Filings

According to the national filing data released by the Administrative Office of the U.S. Courts, for the 12-month period ending December 31, 2021, the Central District of California received 33 percent more bankruptcy filings than the second largest filing district, the Middle District of Florida. Additionally, the Central District of California led the nation in both business and non-business filings. Bankruptcy filings in the Central District of California account for 5.6 percent of the nation's filings.

In the Central District of California, a total of 23,104 bankruptcy cases were filed during the 12-month period ending December 31, 2021, a 17 percent decrease from 27,852 filings received in 2020.

Chapter 7 filings decreased by 15 percent to 20,329 filings in 2021 and accounted for 88 percent of all petitions filed districtwide. Chapter 7 filings also accounted for 75.1 percent of all business filings and 88.7 percent of all nonbusiness filings in 2021.

Chapter 11 filings decreased 2.1 percent to 322. Chapter 11 cases, which typically require more judicial resources than other chapters, accounted for approximately 1.4 percent of all petitions filed in 2021, slightly higher than the percentage of chapter 11 filings in 2020. Over 76.4 percent of all chapter 11 petitions were business cases.

In February 2020, the Small Business Reorganization Act of 2019 went into effect adding a new subchapter V of chapter 11 of the Bankruptcy Code. This new legislation was designed to simplify and reduce the costs for small businesses filing under chapter 11. A total of 115 cases were filed, amended, or converted to subchapter V in 2021. Since the Court began receiving subchapter V filings, there have been a total of 211 cases filed, amended, or converted, and 78 cases that either had the subchapter V designation withdrawn, were closed, or converted to another chapter. At year end, there were a total of 133 subchapter V cases pending.

CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2021

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	65,856	49,451	789	2	15,611	3
2009	108,647	83,656	1,126	9	23,853	3
2010	142,726	109,415	1,123	13	32,174	1
2011	134,501	99,170	1,165	9	34,154	3
2012	105,515	81,128	904	7	23,473	3
2013	75,581	61,127	725	2	13,726	1
2014	57,356	45,710	502	3	11,140	1
2015	46,523	35,266	460	5	10,791	1
2016	41,399	30,403	433	8	10,555	0
2017	38,704	28,657	407	2	9,634	4
2018	37,192	28,489	463	3	8,237	0
2019	38,148	29,972	389	0	7,786	1
2020	27,852	23,910	329	3	3,609	1
2021	23,104	20,329	322	3	2,447	3

Percent Change

2020 - 2021	-17.0%	-15.0%	-2.1%	0.0%	-32.2%	200.0%
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¹ Includes cases filed under chapters 9 and 15 of the bankruptcy code

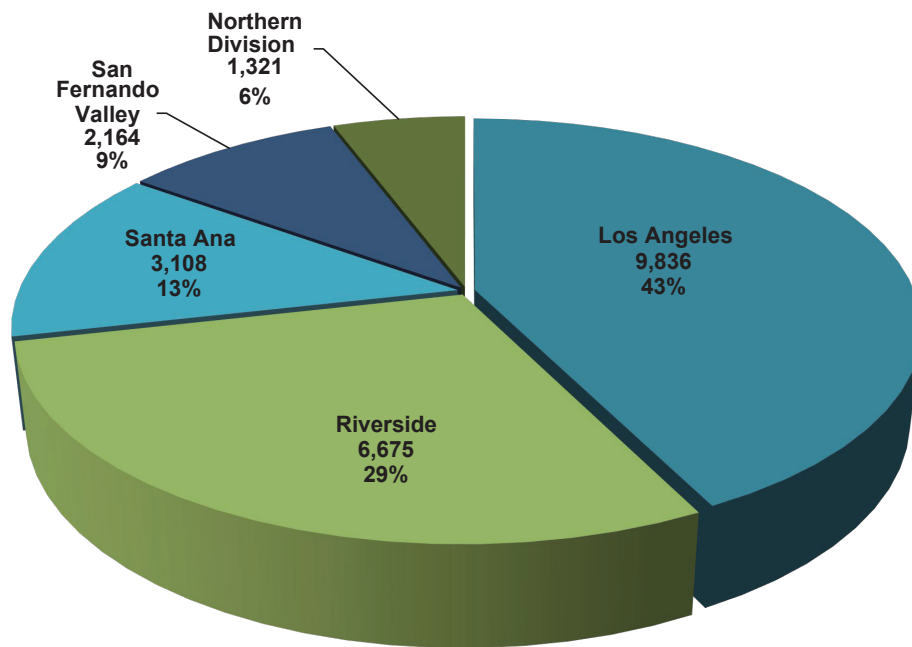
CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2021

Year	Total	Filed			
		Nonbusiness	Business	Closed	Pending
2008	65,856	62,345	3,511	40,414	51,461
2009	108,647	103,539	5,108	85,719	74,443
2010	142,726	137,363	5,363	135,153	82,059
2011	134,501	130,188	4,313	146,224	70,383
2012	105,515	102,006	3,509	110,014	65,962
2013	75,581	72,896	2,685	90,429	51,136
2014	57,356	55,321	2,035	62,024	46,482
2015	46,523	44,653	1,870	50,599	42,415
2016	41,399	39,714	1,685	48,211	35,617
2017	38,704	37,127	1,577	44,893	29,090
2018	37,192	35,616	1,576	39,857	26,449
2019	38,148	36,572	1,576	38,869	25,740
2020	27,852	26,515	1,337	32,921	20,681
2021	23,104	21,960	1,144	26,759	17,028
Percent Change	-17.0%	-17.2%	-14.4%	-18.7%	-17.7%

Chapter 13 filings decreased 32.2 percent to 2,447 filings in 2021. Chapter 13 petitions accounted for 10.6 percent of all filings in 2021, down from 13 percent in 2020. Chapter 13 petitions also accounted for 11 percent of all nonbusiness filings and 2.9 percent of all business filings in 2021.

The number of bankruptcy petitions terminated by the Central District in 2021 dropped 18.7 percent to 26,759. Because terminations exceeded filings in 2021, there were 17,028 cases pending in December 2021, which was 17.7 percent less than the number of cases pending in December 2020.

CENTRAL DISTRICT OF CALIFORNIA
Total Bankruptcy Filings By Division 2021



Totals include chapters 9, 12, and 15.

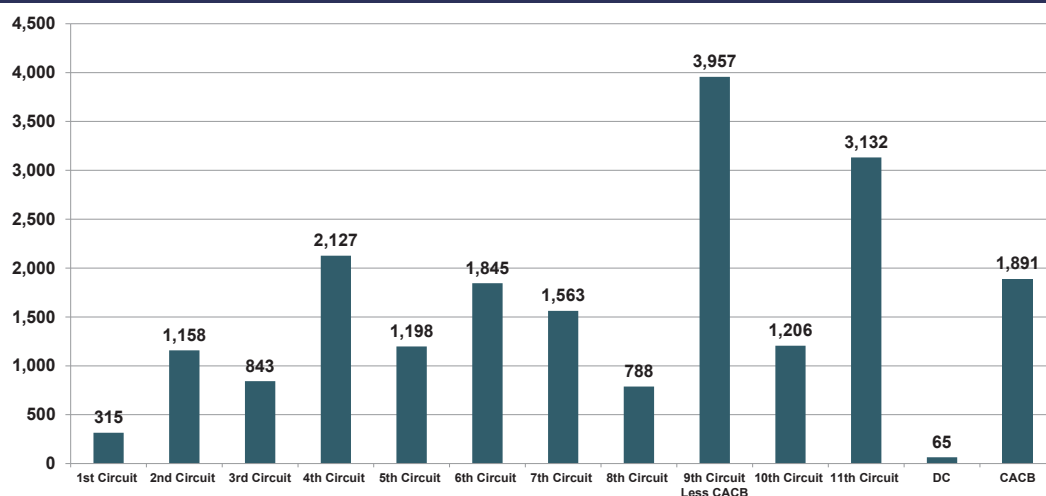
Adversary Filings

During the 12-month period ending December 31, 2021, adversary proceedings decreased 49.3 percent from 1,279 in 2020 to 649.

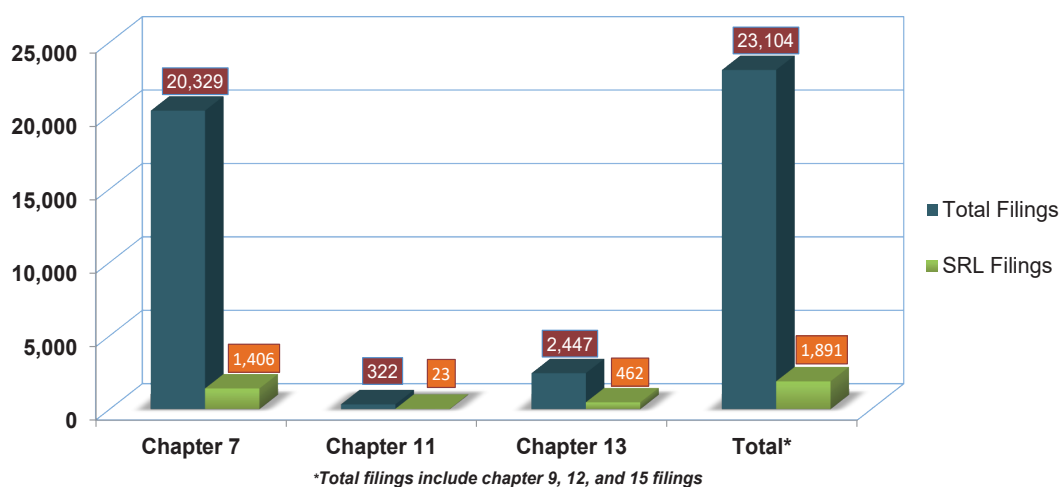
The number of adversary proceedings terminated in 2021 declined by 8.7 percent to 1,036 from 1,135 terminated in 2020. Pending adversary proceedings decreased 23.4 percent, from 1,657 in 2020 to 1,270 in 2021.

CENTRAL DISTRICT OF CALIFORNIA ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2021			
Year	Filed	Closed	Pending
2008	2,976	2,286	3,211
2009	5,057	2,254	6,014
2010	4,853	5,350	5,521
2011	4,927	6,133	4,394
2012	3,670	4,450	3,632
2013	2,834	3,434	3,042
2014	1,981	2,444	2,579
2015	1,922	1,945	2,572
2016	1,457	1,828	2,204
2017	1,358	1,759	1,744
2018	1,160	1,407	1,497
2019	1,181	1,168	1,511
2020	1,279	1,135	1,657
2021	649	1,036	1,270
Percent Change 2020 - 2021	-49.3%	-8.7%	-23.4%

Bankruptcy Cases Filed by Self-Represented Litigants During the 12-Month Period Ending December 31, 2021



U.S. Bankruptcy Court - Central District of California 2021 SRL Filings



Self-Represented Litigant Filings

The Central District of California led the nation in self-represented litigant (SRL) filings for the 12-month period ending December 31, 2021. The Central District's rate of SRL filings for the year was 8.2 percent, nearly two times the national average of 4.9 percent. The Central District handled 9.4 percent of the entire nation's SRL bankruptcy filings.

Of the 23,104 bankruptcy cases filed in the Central District, 1,891 were filed by SRL filers. Chapter 13 petitions had the highest SRL percentage with 18.9 percent, followed by chapter 11 petitions with 7.1 percent filed by SRL filers. Chapter 7 had the smallest percentage of SRL filings with 6.9 percent.

CENTRAL DISTRICT OF CALIFORNIA SRL CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2021

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	15,095	8,198	74	2	6,821	0
2009	25,904	15,526	112	0	10,266	0
2010	36,731	22,093	98	1	14,538	1
2011	38,098	21,594	78	0	16,426	0
2012	28,731	18,230	60	1	10,440	0
2013	18,655	13,314	40	1	5,300	0
2014	13,329	9,447	30	0	3,851	1
2015	11,395	7,323	26	2	4,044	0
2016	9,943	5,753	27	3	4,160	0
2017	7,877	4,559	20	1	3,297	0
2018	6,109	3,694	17	0	2,398	0
2019	5,863	3,764	20	0	2,079	0
2020	2,729	2,084	15	0	630	0
2021	1,891	1,406	23	0	462	0
Percent Change 2020 - 2021	-30.7%	-32.5%	53.3%	0.0%	-26.7%	0.0%

¹ Includes cases filed under chapters 9 and 15 of the Bankruptcy Code

*Totals include chapters 9, 12, and 15.

CASES OF INTEREST

In re Pacific Theatres Exhibition Corp.

Pacific Theatres Exhibition Corp. and five of its affiliates filed chapter 7 cases in the Central District of California on June 18. Edward Wolkowitz was appointed chapter 7 trustee. The debtors leased and operated theatres under the names Pacific Theatres, Arclight Cinemas and the Pacific Cinerama Dome in California, Maryland, Massachusetts, and Illinois. As of the petition date, the debtors had ceased actively operating their theatres. Although the debtors had been parties to numerous leases of theatre premises, by the time of the bankruptcy filing, significant arrearages existed under the debtors' leases, greatly reducing any value that might otherwise have been obtained from selling or assigning these leases. Instead, the trustee's administration focused largely on selling the debtor's eating place and liquor licenses at its various locations.

In re Alex A. Khadavi

The debtor, a dermatologist and facial surgeon, filed chapter 11 on May 27. The debtor's assets included his 100 percent ownership interest in Dermatology and Laser Medical Center; a 50 percent ownership interest in Advanced Skin and Hair Inc.; a 25 percent ownership interest in Hand, M.D., Inc.; a 100 percent interest in Dolce Vita; and two pieces of real property. The debtor's real properties consisted of a two bedroom/two bath condominium in West Hollywood and an investment property known as the Sarbonne Road property with seven bedrooms and 11 bathrooms.

In re Gavrieli

Kfir Gavrieli, co-founder and part owner of Gavrieli Brands, LLC, filed a chapter 11 bankruptcy on February 1. Gavrieli Brands, which was established in 2009, is a footwear company in Culver City, California, that sells foldable, high-end footwear known as Ticks or Ticks by Gavrieli that are designed to fit in a woman's handbag. The company was one of the first fashion companies to sell its products exclusively online.

Although the company's products remained popular, over the past several years, competition in the industry and disruptions caused by COVID-19 had an adverse effect on the company's revenues. During the same

timeframe, the debtor found himself embroiled in litigation with his sister, the company's co-founder, and her husband as to a variety of issues, including the extent of their respective ownership interests in the company. As prepetition litigation had produced a multimillion-dollar breach of fiduciary duty judgment against the debtor in favor of the debtor's sister, in July, the Court concluded that the appointment of a trustee was warranted, and Robert Kors was elected trustee by the debtor's creditors.

Crestlloyd, LLC.

As of its petition date, Crestlloyd, LLC was the owner of a 105,000 square-foot Bel-Air residential property often referred to as "The One," which the debtor described as having "every amenity in the world." Prepetition, the debtor faced litigation with multiple secured creditors and had been placed in receivership by senior lienholder Hankey Capital, LLC. A foreclosure sale was imminent.

The debtor valued the property at \$325 million and estimated that it had \$133.8 million in equity. The debtor repeatedly represented that even if the sale price were "substantially less" than estimated, it would have "more than substantial funds to pay all allowed claims in full." The property is scheduled to be sold via online auction in 2022.

In re Thomas Vincent Girardi and In re Girardi Keese

Chapter 7 involuntary cases were filed against attorney Thomas Girardi and his law firm, Girardi Keese, in December 2020. Girardi rose to national fame for his role in the case portrayed in the film "Erin Brockovich" and was a nationally prominent personal injury lawyer until he admitted stealing millions from clients in a plane crash suit. The Northern District of Illinois District Court ordered a trustee appointed in 2020 and all assets of Girardi and his firm were frozen.

Girardi was investigated by the California State Bar regarding his ability to practice law and financial misdeeds. The cases generated heavy press coverage due to his fame and because his ex-wife is a cast member on the "Real Housewives of Beverly Hills" reality TV show.

KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS

Judge Donovan Collaborates with the FJC

Judge Thomas B. Donovan collaborated with the Federal Judicial Center (FJC) to prepare training videos for newly appointed bankruptcy judges. During the collaboration, which took several weeks, Judge Donovan shared stories about his background and the path that led him to become a bankruptcy judge in 1994. After being interviewed by FJC Senior Judicial Attorney Stephanie Hemmert, Judge Donovan edited the interview transcripts. The information obtained from Judge Donovan will be used to develop materials to train newly appointed judges.

New Payments for Chapter 7 Trustees

The Bankruptcy Administration Improvement Act of 2020 (BAIA) was enacted on January 12 (Pub. L. No. 116-325). The BAIA amends 11 U.S.C. §330(e) to establish a new payment for eligible chapter 7 trustees in applicable chapter 7 cases, to be paid in addition to the existing payment prescribed by 11 U.S.C. §330(b).

As directed by the Administrative Office of the U.S. Courts (AO), the Clerk's Office prepared and provided a case count reporting list to U.S. Trustee Peter Anderson. Using CM/ECF reports, the Court identified 15,631 cases between January 12 and September 30 in which chapter 7 trustees were eligible for the new § 330(e) payment under the BAIA. The case count report was used by the AO to request the funds necessary to pay each trustee. The Interim Regulations for Trustee Payments Under 11 U.S.C. 330(e) require that the chapter 7 trustee file a certification with the Court that the trustee has rendered service and is eligible to receive the § 330(e) payments. New CM/ECF docket events were created to accommodate the process for a chapter 7 trustee to certify eligibility to receive the § 330(e) payment for each applicable case. The new § 330(e) payments are subject to the transfer of funds from the U.S. Department of Justice (DOJ) and the Executive Office for U.S. Trustees to the AO's Chapter 7 Trustee Fund which is expected during mid-2022.

Internal Controls and Audit Complete

The Clerk's Office completed its internal audit schedule for FY 2021. The internal review program strives to assess and evaluate the Court's operations and internal controls in an independent and objective manner, helping the Court accomplish one of its goals: maintaining public accountability. Internal audits are required by the framework prescribed by the Administrative Office of the U.S. Courts and complement national cyclical audits, ensuring continuous monitoring of financial controls.

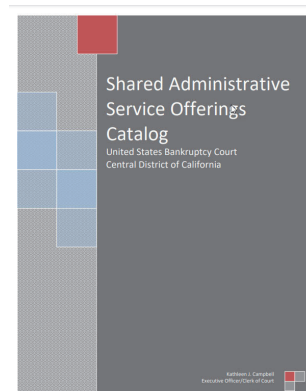
Clerk's Office Continues to Offer Shared Administrative Services

The Court's long-standing agreements were renewed in 2021, along with a few additional projects for the year. Since 2013, the Court has published an offerings catalog with three strategic lines of business: Human Capital, Information Technology, and Space and Facilities. Services were offered to court units on a cost-reimbursable basis

established through a Memorandum of Understanding (MOU). Individual service offerings were posted to JShare, the Judiciary's shared services webpage and catalog. The Court also used services from other courts by transferring funds or by trading services. Throughout 2021, the Court completed the following shared services:

- Statistician

In August, the Ninth Circuit's Office of the Executive entered into a new Memorandum of Understanding with the Court to share Court Statistician Arevik Chukhuryan on a 50/50 basis through FY 2022. Starting October 1, 2021, this agreement marks the third year of sharing with the Ninth Circuit.



- *Technology and Facilities Support Services*
Sharing agreements with the U.S. District Court, Central District of California for technology and facilities support services for Judge Louise A. LaMothe in the Northern Division and for shared expenses for courier services in the Santa Ana Division were continued for the FY 2022.
- *TDY Extended for Jan Zari*
Administrative Specialist Jan Zari completed a temporary duty assignment (TDY) with the Administrative Office of U.S. Courts (AO), to work on a Human Resources Advisory Services project. The initial agreement was to conclude on July 30 but was extended to September 30 per the AO's request.
- *Conclusion of Drupal Service Sharing*
On September 10, the shared service concluded with the U.S. District Court, District of Delaware, for Web Technology Specialist Kimberly Rubal to provide Drupal training and to create a Drupal website with local template customizations.
- *Extended Collaborative Assignment*
On October 19, the Court renewed its Extended Collaborative Assignment with the Administrative Office of the U.S. Courts, where Web Developer Kimberly Rubal will provide Drupal assistance through FY 2022. This began the sixth year where Ms. Rubal provides her expertise for the AO's Website Toolbox project.

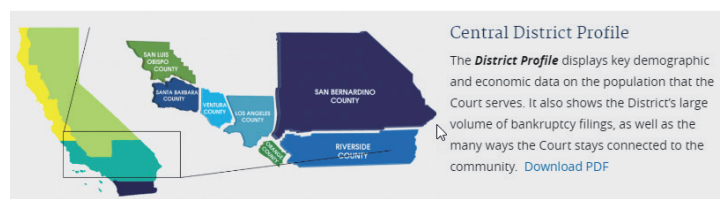
Additionally, a new Shared Services contract with U.S. Probation and Pretrial for the District of Minnesota began to assist with creating reusable modern web components.

of the document camera. Presenters included Chief Judge Maureen A. Tighe, Judges Martin R. Barash, Neil W. Bason, Julia W. Brand, Ernest M. Robles, and Chief Deputy of Administration John Hermann. With 240 participants, the webinar received positive feedback from the Bar and public. To ensure that this information remains available to all interested parties, the webinar was recorded and posted on the Court's website.

The Central Guide Goes Live!

On December 9, the Court announced the release of *The Central Guide*, a brand-new digital tool that replaces the *Court Manual*. In 2009, the *Court Manual* began as a 100-page PDF; and over time, it doubled in size with 10 appendices. Now, *The Central Guide* is a one-stop, digital database with links to content that is already published on the Court's website. *The Central Guide* allows users to look up specific Local Bankruptcy Rules (LBRs) and links to forms and instructions that match the related LBR. Pertinent information found on other related websites (e.g., the U.S. Trustee, U.S. District Court, Bankruptcy Appellate Panel, and Ninth Circuit Court of Appeals) are also linked in *The Central Guide*.

To allow the public to effectively transition to *The Central Guide*, the Court conducted free public orientations to *The Central Guide* in March 2022, and the *Court Manual* will remain on the Court's website until 2022.



Holding Remote Evidentiary Hearing and Trials Webinar Conducted

On August 2, the Court offered a "Holding Remote Evidentiary Hearings and Trials" training webinar. The webinar covered the topics of submitting and presenting exhibits, ZoomGov issues that may differ from typical motions argument, and witness preparation, as well as a demonstration on the use

Update to District Profile

The Court's District Profile brochure was updated with 2020 data collected from the U.S. Census, U.S. Courts, Help Desks districtwide, and the U.S. Trustee's Language Assistance Program. The profile provides a snapshot of the Central District's filings, demographics, poverty and income, and labor statistics.

Strategic Issue 3: Judiciary Workforce of the Future

JUDICIAL TRANSITIONS AND MILESTONES

Chief Judge Tighe Named "2021 Judge of the Year" by cdcbaa

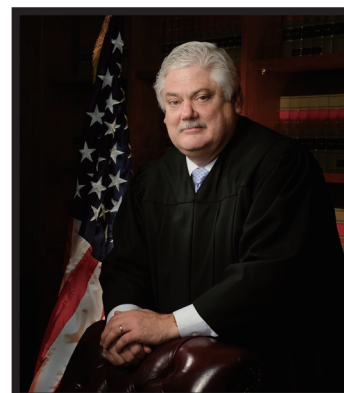
On November 4, the Central District Consumer Bankruptcy Attorney Association (cdcbaa) named Chief Judge Maureen A. Tighe the "2021 Judge of the Year" at the annual Calvin Ashland Awards Dinner. The celebration and dinner were held at the Skyview Ballroom on the 21st floor of the Sheraton Universal Hotel in Universal City.



Chief Judge Tighe

Judge Albert Appointed as Chief Bankruptcy Judge

Effective January 1, 2022, Judge Theodor C. Albert will assume the post of Chief Bankruptcy Judge for the Central District of California. Judge Albert will be the Central District's ninth Chief Bankruptcy Judge, succeeding Chief Judge Maureen A. Tighe, whose term began in 2019.



Judge Albert

Judge Smith Named "Judge of the Year" by OCWLA

On October 19, the Orange County Women Lawyers Association (OCWLA) named Judge Erithe A. Smith "Judge of the Year" at the OCWLA Annual Gala. The ceremony and gala were held at the Shady Canyon Golf Club in Irvine.

Judge Smith Inducted into John M. Langston Association's Hall of Fame

Judge Erithe A. Smith was inducted into the John M. Langston Bar Association's Hall of Fame. The mission of the John M. Langston Association is to empower leadership, advance the professional development of its membership, and promote the administration of justice in the Black community and the community at large. The Association honors outstanding attorneys and judges who have practiced law or served on the bench for 35 years or more who have made significant contributions to the legal community. The 29th Annual Dinner and Ceremony honoring Hall of Fame Inductees was held on October 23. The ceremony highlighted some of Judge Smith's many accomplishments and contributions.



Judge Smith

Judge Robles Reappointed

Judge Ernest M. Robles was reappointed by the U.S. Court of Appeals for the Ninth Circuit. Judge Robles, who maintains chambers in Los Angeles, was appointed to the Central District bankruptcy bench in 1993. His third 14-year term took effect on June 12.

During his second term, Judge Robles presided over the Chapter 11 case of Verity Health System of California, Inc., the second-largest health care bankruptcy filing in American history. Judge Robles also presided over the case of Gardens Regional Hospital and Medical Center, Inc., another high-profile Chapter 11 health care filing.



Judge Robles

Years on the Bench



Judge Bluebond
celebrated 20 years on the bench.



Judge Kaufman
celebrated 15 years on the bench.



Judge Bason



Judge Brand



Judge Clarkson



Judge Klein

Judges Bason, Brand, Clarkson, Johnson, and Klein celebrated 10 years on the bench.

PROFILES AND COMMITTEES

PROFILES

Chief Judge Tighe Profiled in *Daily Journal*

On September 15, the *Daily Journal* published a profile of Chief Judge Maureen A. Tighe. The article focuses on how Chief Judge Tighe and the Court overcame many challenges related to the pandemic.

The profile covers Chief Judge Tighe's efforts to survey local bankruptcy attorneys on whether remote hearings should remain in place post-pandemic, her review of issues related to chapter 11 small business bankruptcies, and measures to better serve self-represented parties. "If we're going to be a court that's there for the people, you have to figure out how they can get lawyers or figure out how they can understand the system without lawyers so they can use the laws that are there for them," Chief Judge Tighe noted.

The article also references how Chief Judge Tighe encouraged feedback from the bankruptcy community on the challenges facing the Court during the pandemic. Attorney Jeffrey J. Hagen said, "I applaud the fact that she didn't simply dictate what she wanted or what the judges collectively wanted but actively sought our input."



Chief Judge Tighe

Judge Saltzman Profiled in *Daily Journal*

On August 17, the *Daily Journal* published a profile of Judge Deborah J. Saltzman. The profile describes what attracted Judge Saltzman to the legal practice of bankruptcy, her pragmatic approach to resolving issues, and patience with those who appear before her.

The profile briefly follows Judge Saltzman's path to judgeship, including receiving her first bankruptcy project while working as a summer associate at a law firm and attending the University of Virginia School of Law. "The most interesting part of bankruptcy — whether it's corporate bankruptcy or consumer bankruptcy — is that it's really this set of tools to solve a complicated set of problems for a company or for an individual," Judge Saltzman noted.

Attorney Reed H. Olmstead, who appeared before Judge Saltzman in a chapter 13 case that took over four years to reach confirmation noted "she had the patience to do that. ... A lot of other judges wouldn't have let the case go on." Olmstead further commented, "As long as you're making progress ... and not just wasting everybody's time, she will give you the opportunity to get things done."



Judge Saltzman



Judge Wallace

Judge Wallace Profiled in *Daily Journal*

On June 4, the *Daily Journal* published a profile of Judge Mark S. Wallace. The article describes Judge Wallace's even judicial temperament, receptiveness to new arguments, and his rich background in tax law.

The profile briefly follows Judge Wallace's path to judgeship, including working as a tax attorney for more than 30 years. Attorney Michael B. Reynolds, who has appeared before Judge Wallace multiple times, noted his robust tax background allows him to "apply his intellectual curiosity and creativity to issues, and come up with solutions or potential solutions that might not be immediately apparent to most people."

Judge Wallace finds that having a comprehensive understanding of the law allows him to occasionally rule in a more compassionate way. "The way I see my role is, I have to apply the law — I can't intentionally deviate from the law because somebody is in a bad situation in terms of their health or for another reason," Wallace noted. "But oftentimes the law allows me to exercise certain discretion, and in those instances, I am very open to exercising that discretion so that things can proceed in a more humane and respectable fashion."



Judge Kwan

LABF Celebrates Judge Kwan's Retirement

On April 5, during the Los Angeles Bankruptcy Forum's (LABF) Zoom event discussing the review of the impact of pandemic legislation on bankruptcy litigation, Judge Robert N. Kwan was honored for his service to the bench. Judge Kwan, who retired on February 4, was appointed as a recalled judge commencing February 5, 2021.

Robert Marticello, a founding partner of Smiley Wang-Ekvall, LLP, spoke about his tenure as Judge Kwan's first law clerk and Judge Kwan's outstanding work ethic. Former law clerk Jessica Bagdanov also made remarks about her time as a law clerk in Judge Kwan's chambers and his exploration of restaurants in downtown Los Angeles. Ms. Bagdanov attributed her active engagement with the bankruptcy community, such as her service on the LABF board, to Judge Kwan's encouragement during their working relationship.

The LABF presented Judge Kwan with an engraved plaque that reads: "In Recognition of His Years of Service as a United States Bankruptcy Judge for the United States Bankruptcy Court for the Central District of California." Judge Kwan responded with remarks about how much he enjoyed his work as a bankruptcy judge, investing in his law clerks, and interacting with the bar organizations throughout the Central District.

COMMITTEE APPOINTMENTS

Chief Judge Tighe Serves on the Ninth Circuit Conference of Chief Bankruptcy Judges

Chief Judge Maureen A. Tighe served on the Ninth Circuit Conference of Chief Bankruptcy Judges. The Conference, which meets twice per year, supports the effective and expeditious administration of justice and the safeguarding of fairness in the administration of the bankruptcy courts within the circuit. It also serves as a resource for the Judicial Council of the Ninth Circuit and its representatives to the Judicial Conference. To these ends, it promotes the fair and prompt resolution of disputes, ensures the effective discharge of court business, prevents any form of invidious discrimination, enhances public understanding of, and confidence in, the Judiciary and the bankruptcy system, and keeps apprised of and advises the Judicial Council on issues which may affect these goals. Chief Judge Tighe's term ended on December 31, 2021.



Judge Brand Serves on Ninth Bankruptcy Appellate Panel

Judge Julia W. Brand continues to serve on the Ninth Circuit's Bankruptcy Appellate Panel (BAP). With the consent of all parties, the BAP is authorized to hear Bankruptcy Court appeals that would otherwise be heard in District Court. Judge Brand's term will end on November 30, 2023.



Judges Klein and Bluebond Serve the NCBJ

Judge Sandra R. Klein serves the National Conference of Bankruptcy Judges (NCBJ) as the co-chair of the Diversity, Equity, and Inclusion Committee and as a member on Next Generation Committee; and Judge Sheri Bluebond serves as the Ninth Circuit Representative. The NCBJ's mission is to promote the interests of bankruptcy judges generally; to utilize their expertise on issues of bankruptcy law and procedure to improve the administration of the bankruptcy system; to foster scholarship, collegiality, and diversity among members of the bankruptcy bench and bar; and to provide opportunities for education and networking for bankruptcy judges and the bankruptcy community at large.



Judge Klein



Judge Bluebond

Judge Smith Serves the American College of Bankruptcy

Judge Erithe A. Smith serves the American College of Bankruptcy (ACB) as the co-chair of the Diversity, Equity, and Inclusion Committee. The ACB is dedicated to the enhancement of professionalism, scholarship, and service in bankruptcy and insolvency law and practice. ACB members are judges, lawyers, international fellows, accountants, corporate turnaround specialists, government officials and other professionals who are experts in the field of bankruptcy and insolvency. ACB members are selected on an invitation-only basis by a Board of Regents. The ACB's DEI Committee was established to continue



to execute the challenges of the Mission Statement, develop a comprehensive plan, and continue the necessary work to achieve systemic change in the College and the insolvency community.

Judge Klein Serves on Ninth Circuit Public Information and Community Outreach Committee

Judge Sandra R. Klein continues to serve on the Ninth Circuit Public Information and Community Outreach Committee. Charged with educating the public about federal courts, the Public Information and Community Outreach Committee promotes community outreach programs and cultivates relationships between the courts and media. Judge Klein's term will end on September 30, 2024.



more than 20 years ago to provide an educational program exclusively devoted to bankruptcy topics. Members are either elected by their peers or volunteer to serve three-year terms. The committee consists of six or seven bankruptcy judges from the Ninth Circuit who work together to create a pre-conference program that is presented at the annual Ninth Circuit Judicial Conference. Members of the committee also participate in an annual review of Ninth Circuit bankruptcy decisions and in the annual New Judges Orientation. Judge Russell's term ended on September 30, 2022. Judge Saltzman's term will end on September 30, 2023.

Judge Yun Serves on Ninth Circuit IT Committee and Ninth Circuit IT Task Force

Judge Scott H. Yun continues to serve on the Ninth Circuit Information Technology (IT) Committee. The committee discusses IT trends and directions, establishes guidelines and makes recommendations for implementation of new initiatives within the Ninth Circuit, and demonstrates new technologies which can be beneficial to Ninth Circuit courts. The committee also discusses training court staff on new software, hardware, processes, and mandated procedures. Judge Yun's term will end on September 30, 2023.



Judge Russell



Judge Saltzman

Judges Russell and Saltzman Serve on Ninth Circuit Bankruptcy Judges Education Committee

Judges Barry Russell and Deborah J. Saltzman continue to serve on the Ninth Circuit Bankruptcy Judges Education Committee. The committee was formed

Judge Yun was also appointed to serve on the Ninth Circuit IT Task Force. Established January 11, 2021, the primary responsibilities of the IT Task Force include monitoring the health of national IT Security systems, mobilizing to respond if actionable information is received, drafting guidance and templates for court units, and encouraging and facilitating medium-term contingency planning for a larger scale security breach.

Judge Clarkson Serves on EPA Working Group

Judge Scott C. Clarkson continues to serve on the Electronic Public Access (EPA) Working Group. The EPA Working Group provides a forum for the exchange of information and ideas on public access issues for the Administrative Office of the U.S. Courts (AO). The mission of the EPA Working Group is to provide advice to the AO on issues concerning public access to electronic court records and the development of recommendations to the Judicial Conference of the United States on such matters.



More specifically, the EPA Working Group is asked to provide guidance on the development, implementation, and enhancement of electronic public access services in the federal Judiciary, including, but not limited to, PACER, the Case Locator, and Voice Case Information System (VCIS) applications, and the availability of electronic court records. The EPA Working Group also advises AO staff on EPA fees, the review of billing and fee collection systems, bulk dissemination of court data, and public outreach. The EPA Working Group is responsible for reviewing and recommending to the director priorities for the use of revenue from fees. Judge Clarkson's term will end on December 31, 2023.

Judge Saltzman Serves on Ninth Circuit Wellness Committee

On October 16, Judge Deborah J. Saltzman was appointed to serve on the Ninth Circuit Wellness Committee. The Wellness Committee addresses disability, promotes wellness, and provides support and assistance to Ninth Circuit Judicial Officers by developing and maintaining



programs and procedures to address these issues. Judge Saltzman's term will end on September 30, 2023.

Judge Johnson Serves on Court Administration and Operations Advisory Council

On October 1, Judge Wayne Johnson was appointed to serve on the Administrative Office of the U.S. Courts' Court Administration and Operations Advisory Council. The Council provides advice on crosscutting court administration and operations issues affecting circuit, district, and bankruptcy courts. Issues include case management, courtroom support, records management, fees, mass torts, attorney admissions, alternative dispute resolution and mediation, amendments to the federal rules, pro se access clinics, e-filing and e-services programs, pro bono matters, use of technology related to court and case management, and legislation affecting these areas. Judge Johnson's term will end on December 31, 2024.

Executive Officer/Clerk of Court Kathleen J. Campbell Serves on National and Circuit Committees

Executive Officer/Clerk of Court Kathleen J. Campbell served on the Space and Security Advisory Council. The council advises the Administrative Office of the U.S. Courts (AO) on matters related to courthouse facilities and security. The committee meets twice yearly in Washington, D.C. Ms. Campbell's appointment ended on October 20, 2021.



Ms. Campbell also served on the Bankruptcy Court Clerks Liaison Committee as *Pro Tem* Chair for FY 2021. The Bankruptcy Court Clerks Liaison Committee was formed to promote communication about court procedures, etiquette, filings and other issues, and to assist the Court and attorneys in creating a more efficient environment. Additionally, the Committee develops and sponsors education programs concerning issues affecting the bench, attorneys, financial institutions and consumers. The Committee also creates social opportunities to allow greater interaction between the Court and those who appear before it. Members of the community are welcome to relay issues, concerns, or ideas to the Committee.

anonymously through any of its members. The information is presented to the bankruptcy judges for their review and consideration. Ms. Campbell's term ended on September 30, 2021.

Ms. Campbell served on the Federal Judicial Center's National Leadership Conference for Court Unit Executives Planning Committee. The Federal Judicial Center provides education and training for judges and employees of the federal courts and conducts empirical and exploratory research into various aspects of judicial administration, including case management and potential changes to the federal rules of procedure. Ms. Campbell's term ended on October 31, 2021.

Additionally, Ms. Campbell continues to serve on the Common Support Study Staffing Formula Development Steering Group (Steering Group). The Steering Group assists the AO by providing advice to help develop a staffing formula, or staffing formulas, for support functions across the Judiciary. Ms. Campbell's term will end on December 31, 2022.

NextGen Expert Panel Selections for 2020-2021

In the spring of 2020, the Administrative Office of the U.S. Courts (AO) announced its second national Next Generation (NextGen) Expert Panels. The purpose of the Expert Panels is to advise the AO on CM/ECF functions and to help with the continued implementation of NextGen CM/ECF. This assistance provides a better and more robust product for both internal and external users. The Expert Panels are grouped by NextGen products and then further subdivided into Bankruptcy and District Court groups.

Panelists selected are from a variety of backgrounds and experience levels and are also members of the Court's local CM/ECF Committee. AO selections for the second panels served from April 1, 2020, through March 31, 2021. Expert panels and panelists were as follows:

NextGen Expert Panel	Panelists
Central Sign-On	Special Projects Manager Robin Beacham
Automatic Judge/Trustee Assignment (AJTA)	Team Leader Mark Francisco
Operations & Maintenance (O&M)	Team Leader Olivia Ventura
Docketing and QC	Software Developer Christina Yip
Workspace	Special Projects Manager Robin Beacham and Courtroom Deputy Wendy Jackson
Case Opening/electronic Self-Representation (eSR)	Project Specialist Meredith Klassen and Case Management Administrators Kimberly Romero and Andrea Gomez

CALIFORNIA CENTRAL DISTRICT JUDICIAL COMMITTEES

In accordance with the Court Governance Plan, judicial committees appointed by the Chief Judge address court-related issues and provide feedback to the entire Board of Judges regarding Court operations and administrative issues. The Chief Judge and the Executive Officer/Clerk of Court are *ex officio* members of each committee. Clerk's Office staff members attend meetings and support the judicial committees.

The Court's judicial committees were comprised of the following members in 2021:

Executive Committee

Maureen A. Tighe, Chair
Theodor C. Albert
Sheri Bluebond
Wayne Johnson
Ernest M. Robles
Deborah J. Saltzman

Case Management Committee

Vincent P. Zurzolo, Chair
Theodor C. Albert
Deborah J. Saltzman
Victoria S. Kaufman
Mark D. Houle

Chapter 13 Committee

Mark D. Houle, Chair
Julia W. Brand
Wayne Johnson
Victoria S. Kaufman
Mark S. Wallace

Community Outreach

Sandra R. Klein, Chair
Martin R. Barash
Sheri Bluebond
Erithe A. Smith
Law Clerk: Stephanie Rettier

Education & Training/Retreat

Martin R. Barash, Chair
Sandra R. Klein
Erithe A. Smith
Mark S. Wallace

IT Committee

Scott H. Yun, Chair
Martin R. Barash
Julia W. Brand
Sandra R. Klein
Scott C. Clarkson

Rules Committee

Neil W. Bason, Chair
Sheri Bluebond
Scott C. Clarkson
Robert N. Kwan*
Barry Russell

Space & Security Committee

Ernest M. Robles, Chair
Scott H. Yun
Vincent P. Zurzolo
Erithe A. Smith
Barry Russell

*Judge Kwan also serves as the official style editor for the Local Rules.

CLERK'S OFFICE STAFF MEMBERS SERVE ON NCBC COMMITTEES

The National Conference of Bankruptcy Clerks (NCBC) is a private association that was created in 1980 to address the ongoing needs of bankruptcy clerks. Since then, NCBC has evolved to include deputy clerks and other parties interested in the welfare of the bankruptcy system. NCBC's main goals are to provide its members with training and development opportunities, advocate for bankruptcy clerks and the bankruptcy system, and foster leadership and input on a national level. NCBC is governed by officers, board members, and committees who meet in person and by telephonic conference. The Central District of California Clerk's Office staff served on several NCBC boards and committees.



Jan Zari



Monica Yepes



Tanisha Carrillo

Jan Zari Serves as NCBC *Impact* Editor and Monica Yepes and Tanisha Carrillo Serve on NCBC *Impact* Editorial Committee

Administrative Specialist Jan Zari, Case Management Administrator Monica Yepes, and Case Management Administrator Tanisha Carrillo continued to serve on the *Impact* Editorial Committee. As *Impact* Editor, Mr. Zari chairs the NCBC Editorial Committee and serves on the NCBC Board, while Ms. Yepes and Ms. Carrillo serve on the Editorial Committee, which is tasked with producing and editing the NCBC's quarterly newsletter, *Impact*. Each issue includes updates from the NCBC Board and news about the organization's activities, as well as the latest from the Administrative Office of the U.S. Courts, the Federal Judicial Center, and from courts across the nation. Mr. Zari's term will end on December 31, 2023, while Ms. Yepes and Ms. Carrillo served until December 31, 2021.

Johanne Remy Serves as NCBC Board Member and Chair of the NCBC Awards and Scholarships Committee and Co-Chair of the Mentorship Committee

Team Leader Johanne Remy continues to serve as a member of the NCBC Board and as Chair for the NCBC Awards and Scholarships Committee and Co-Chair of the NCBC Mentorship Committee. The Awards and Scholarships Committee reviews nominations for awards and applications for scholarships and administers them on an annual basis, while the Mentorship Committee facilitates the NCBC's mentorship program. Ms. Remy will continue to serve in her current role until December 31, 2022.



Monica Yepes, Sandra Mohammad, and Heidi Corona Serve as NCBC Local Representatives

Case Management Administrators Monica Yepes and Sandra Mohammad and Team Leader Heidi Corona continue to serve as the NCBC Local Representative for the Central District. In addition to acting as the Court's local contacts for the annual NCBC Conference, Ms. Yepes, Ms. Mohammad, and Ms. Corona work with the organization's Ninth Circuit liaison to promote membership in the NCBC and increase participation within the Court. Their two-year terms will end on December 31, 2022.

Web Developer Kimberly Rubal Serves on the NCBC Website Committee

Web Developer Kimberly Rubal continued to serve on the NCBC Website Committee for the fifth consecutive year. The Website Committee is responsible for promoting NCBC conferences, history, and managing NCBC websites including mobile apps.





Estella Chavarin



Sandra Mohammad



Jan Zari

Estella Chavarin, Sandra Mohammad, and Jan Zari Serve on NCBC Education Committee

Senior Court Analyst Estella Chavarin, Case Management Administrator Sandra Mohammad, and Administrative Specialist Jan Zari served on the NCBC Education Committee. The committee is responsible for planning the NCBC's educational program on an annual basis. With the cancellation of the 2021 annual conferences as a result of the pandemic, the Education Committee planned and executed a series of virtual training offerings that were offered to all NCBC members in 2021. Ms. Chavarin, Ms. Mohammad, and Mr. Zari's terms ended on December 31, 2021.

Cristina Querubin Rogers Serves on NCBC Benefits Committee

Human Resources Administrator Cristina Querubin Rogers served on the NCBC Benefits Committee. The committee is responsible for researching members' benefits needs, evaluating available programs, and disseminating reminders and information to NCBC members as needed. Ms. Rogers' term ended on December 31, 2021.



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

Filled Key Positions in Operations and Administration

The Court filled several key positions in both Operations and Administration, including an Operations Manager in Riverside; a Management Analyst in Los Angeles and in Riverside; two Project Coordinators in Los Angeles; a Courtroom Deputy in Los Angeles; two Administrative Specialists in Los Angeles; three Executive Administrative Secretaries in Los Angeles; an Audio/Visual Specialist in Los Angeles and one covering the San Fernando Valley and Northern Divisions; three Procurement Specialists in Los Angeles; and a Case Management Administrator in Northern.

Buyout/Early Retirement Authority

The Court received approval from the Administrative Office of the U.S. Courts to offer another round of buyouts and early retirements. The request for buyouts and early retirements is necessitated by the ongoing serious funding challenges facing the judiciary in the coming years. Two employees separated on December 31 under the Buyout/Early Retirement Authority.

Strategic Planning Council and Centers of Excellence Complete First Year

In an effort to monitor and track the goals outlined in the Court's *2020-2024 Strategic Plan*, the Clerk's Office established the Strategic Planning Council and six working groups known as the Centers of Excellence (CoE). The Strategic Planning Council consists of the Chief Judge, Executive Officer/Clerk of Court, chief deputies, managers, supervisors, law clerks, and other staff members from across the Central District. The CoEs are comprised of interested managers and staff who assist the Court in achieving its mission, vision, and strategic goals. CoEs were created for: NextGen Migration, NextGen eSR, Operations Improvement, Website Enhancement, Court Technologies, and Employee Engagement. Each CoE is responsible

for creating proposals to plan and execute desired initiatives and process improvements. These proposals are presented to the Strategic Planning Council for approval and adoption.

During the inaugural year, the Strategic Planning Council and CoEs completed more than 30 projects and initiatives under the Court's *2020 – 2024 Strategic Plan*. Members served a 12-month term, and many renewed their membership through FY 2022.

Center of Excellence for Court Technologies Enhances Twitter Posts

In September, the Center of Excellence for Court Technologies expanded the Court's use of Twitter to include publishing reminders and useful links to the Court's resources, along with more graphics and community outreach updates. Beginning with the image that appeared for the Columbus and Veterans Day holidays, the Court continues to make more visually engaging tweets for its followers. The social media calendar effort supports the Court's Strategic Plan, Issue 1: Enabling Broad Access to the Court.

Center of Excellence for Employee Engagement Hosts Virtual Diversity Awareness Events

In collaboration with the Center of Excellence for Employee Engagement, two virtual live events were offered to reinforce the importance of diversity and inclusion. On September 24, to kick off Hispanic Heritage Month, Senior Court Analyst Estella Chavarin led a presentation to allow participants to learn about the history of Hispanic Heritage Month, prominent Hispanic/Latinx figures, and interesting cultural facts. Throughout the interactive discussion, there were competitive quizzes to keep participants engaged.

On October 27, Planning & Research Manager Blake Francois, chair of the Employee Engagement Center

of Excellence, led a spirited diversity discussion and virtual luncheon. Chief Bankruptcy Judge Maureen A. Tighe and Executive Officer/Clerk of Court Kathleen J. Campbell opened the discussion by welcoming the attendees. Throughout the discussion, participants shared unique recipes that represented their culture or nationality and interesting facts about their ancestry.

NCBC LEAD Academy

Courtroom Deputy Wendy Jackson and Case Management Administrator Shari Mason were selected and completed the National Conference of Bankruptcy Clerks' Leadership, Excellence, Achievement, and Development (LEAD) Academy Leadership Development Program. The four-month program provides an opportunity to gain essential leadership skills and promote self-development in one's career path.

Operations Manager Kevin Hernandez, Senior Legal Analyst Jennifer Kohout, Senior Court Analyst Peter Athey, Operations Supervisor Melissa English, Operations Team Leader Mark Francisco, and Case Management Administrators Monica Yepes and Tanisha Carrillo also participated in the program as mentors for LEAD candidates in different districts across the country.

LEARNING & DEVELOPMENT

Learning & Development Courses Train and Educate Court Personnel

In 2021, the Clerk's Office staff participated in 1,426.3 hours of learning opportunities, of which almost all were virtual-based and equivalent to filling 1,183 student seats. The training topics ranged from personal and professional development to technical skill development related to specific job functions. Training delivery included live webinars, pre-recorded sessions, and videos-on-demand from internal and external sources.

Interactive Learning Mondays

This year, Interactive Learning Monday sessions focused on discovering and building individual strengths, including personal and professional attributes and qualities. Staff have discovered areas where they are naturally proficient and identified areas where additional skills can be developed. Each month, presentations explored various themes based on Gallup CliftonStrengths and utilized videos, group discussions, and question and answer sessions via Microsoft Teams.

NOW Matters: 2021 Winter Education Seminar

The 2021 Winter Education Seminar (WES) was held via ZoomGov on December 10, with over 100 attendees. This year's WES theme was "NOW Matters," which served as a reminder of the importance of living in the present, self-care, and caring for others.



Following a welcome by Information Technology and Training Manager Padraic Keohane, the morning session kicked off with a "Managing Stress with Joy and Laughter" session hosted by Debbie Miller and Jan Haydn-Myer from Blue Cross/Blue Shield. During their discussion on stress management and time

management, they offered tips to deal with both and emphasized the importance of finding joy and laughter every day.

After a short break, Planning & Research Manager Blake Francois engaged attendees in a series of "How You Doin'?" breakout sessions. As an employee engagement tool and in an effort to create a space for employees to discuss their emotional well-being, attendees were divided into 10 breakout rooms, led by various facilitators from the Court, to answer four scripted questions about how they are adjusting to the "new normal." The facilitators took note of the participants' responses and reported their findings to the larger room at the conclusion of the breakout sessions.

The afternoon session of the WES began with refreshing and heartfelt messages from Chief Judge Tighe and Ms. Campbell. Their messages were filled with gratitude and reflection of the Court's achievements even through the difficult times this year. Ms. Campbell expressed her deep appreciation for Chief Judge Tighe's constant support and relentless hard work during her time serving as chief judge.

Next, to highlight the great work conducted in 2021, Dr. Chavarin shared a video of the projects and initiatives that the six new Centers of Excellence implemented to achieve various strategic goals set forth in the Court Strategic Plan 2020 – 2024. In addition, all chairs and members of the Centers of Excellence and the Strategic Planning Council were recognized through a virtual awards ceremony presented by Chief Judge Tighe, Ms. Campbell, Chief Deputy of Administration John Hermann, Chief Deputy of Operations Benjamin Varela, and Director Human Resources & Court Services Beryl Dixon.

The WES wrapped up with a final afternoon session, "Getting Clear on What You Want," facilitated by Carmen Payne, owner of SOAR! Transformational Life Coaching. Ms. Payne discussed working through adversity and being resilient to achieve what you desire. The session was interactive, and Ms. Payne

asked thought-provoking questions such as “what do you want?” and “why do you want it?” During this session, staff were encouraged to write a few actions that they would take within the next three days to achieve their goals. Ms. Payne’s presentation was an inspiring end to the WES.

2021 Virtual Holiday Party

For the second year in a row, the Court held a virtual, districtwide Holiday Party via ZoomGov. However, the virtual nature of this year’s festivities could not dampen the festive spirits and holiday cheer displayed by all in attendance. As staff transitioned from the Winter Education Seminar (WES), they were treated to a slideshow of photos from previous holiday parties. Director of Human Resources and Court Services Beryl Dixon kicked off the celebration with music and a virtual dance battle. Throughout the hour, prizes were given for trivia, most festive virtual background, best “ugly” sweater, and random drawings. The virtual holiday party concluded with a heartfelt toast from the Executive Officer/Clerk of Court Kathleen J. Campbell.

National Wellness Month Courses Offered

As part of Learning & Development’s training plan, in August, the Clerk’s Office focused on National Wellness Month. During this month, two live training sessions were offered to all court staff and judges. A session sponsored by Blue Cross/Blue Shield and facilitated by Dr. Yvonne Lozano of the University of Arizona Global Campus, “The Art of Resiliency: How the Pandemic Changed Our Life at Work,” was offered on August 10. This session focused on tips and tools for returning to the workplace after an extended time being isolated at home and coping methods for stress, anxiety, and work/home life changes due to the pandemic. Another session, sponsored by Kaiser Permanente and facilitated by Registered Dietician Nutritionist Gabby Hernandez, “Finding More Margin in Your Day” was held on August 25. This session emphasized learning strategies to relieve stress, create healthier boundaries, and practicing self-care and planning downtime throughout the day.

National Self-Improvement Month Activities Offered

The “Adjusting Our Sails Toward New Beginnings” theme continued throughout the year as the Learning & Development Unit facilitates accountability efforts for staff. Areas of improvement included: practicing positive affirmations, learning something new, reading a self-improvement or inspirational book, practicing gratitude, and starting a new hobby.

National Financial Literacy Month Courses Offered

As part of Learning & Development’s 2021 “Adjusting Our Sails Toward New Beginnings” training plan, in April, the Clerk’s Office focused on National Financial Literacy Month. During this month, two live training sessions were offered to all court staff and judges. Facilitated by FedAdvantage’s Jim De La Torre, one session was offered on Cash Management and one session was offered on Understanding and Maximizing Your FERS Retirement. Both sessions were attended by over 30 staff and judges.

Office Services and Space & Facilities Cross Training

Office Services and Space & Facilities staff began cross training in the Audio-Visual Department. As part of this training initiative, cross trained staff have assisted with upgrading the network capabilities for swing spaces in the Edward R. Roybal Federal Building and U.S. Courthouse that were used while courtrooms were being renovated.

Law Clerk/Extern Training Program

In 2021, the Court held three quarterly Law Clerk/Extern training sessions. More than 100 participants attended, including participants from the U.S. District Court. The training program is designed to provide bankruptcy knowledge and other relevant information to chambers staff and future members of the Bar.

Strategic Issue 4: Flexible and Responsive Infrastructure

FINANCIAL

FY 2021 Judiciary Appropriations

The Court began the fiscal year operating under a Continuing Resolution (CR) and received a partial year/interim allotment on October 1, 2020. Based on FY 2021 full-formula court requirements and expected available financing, an 8.9 percent across-the-board reduction from full-formula requirements was applied equally to all discretionary formulas and programs.

CRs are intended to fund government operations in the absence of enacted, full-year appropriations, allowing operations to continue at a specified rate for a specific period. Court units are required to exercise restraint in obligating discretionary funds during the CR period until a full-year appropriations bill is enacted and final allotments are distributed. Final allotments were issued on February 16, 2021.

Budget reductions, coupled with the Court's decline in filings in recent years, once again resulted in a salary shortfall for FY 2021. To mitigate the shortfall,

the Court worked with the Administrative Office of the U.S. Courts and other courts to obtain supplemental funding through participation in buyouts and early retirement, shared administrative services, and other national initiatives and projects.

IT Infrastructure Allotment Formula

The Court provided feedback to the Administrative Office of the U.S. Court's (AO) Information Technology (IT) Infrastructure Allotment Formula - Exposure Draft. This formula calculates the annual funding provided to court units for IT equipment, software, and maintenance costs. The Court's IT management and the Administrative Services Manager developed an in-depth analysis underscoring the impact of the new formula on large courts, a breakdown of each formula component (hardware and software), and the Court's need for increased funding.



TECHNOLOGY AND INNOVATION

NextGen Goes Live

On April 26, the Court went live on NextGen Case Management/Electronic Case Filing (CM/ECF). The implementation team, comprised of court staff from Operations and Administration, worked diligently to plan, install, and test all of the key functions and features utilized by chambers, Clerk's Office staff, and external users.

Among the long list of new features implemented as part of the system upgrade, NextGen simplifies electronic filing for external users by combining their CM/ECF and PACER accounts into a single Central Sign-On account. Through the PACER website, this Central Sign-On account gives registered filers access to view documents in PACER and electronically file documents in all NextGen courts in which they have permission to file. Internal court users are now able to use their JENIE logins and passwords to access CM/ECF. Judges and designated staff with PACER accounts may view dockets of all other NextGen CM/ECF courts from the CM/ECF option on their JENIE dashboard. As the latest version of CM/ECF, NextGen meets current and future filing and case management needs of all CM/ECF users.

Clerk's Office Launches Intake Appointment Scheduling System

As Intake areas in all of the divisions began to reopen to the public on March 22, the Court launched its Intake Appointment Scheduling System. The Intake Appointment Scheduling System allows the public the ability to schedule in-person appointments with Intake offices through the Court's website. Members of the public who use the system will avoid waiting in lines, thus, enabling the Court to continue its social distancing efforts and aid in reducing the transmission of the COVID-19 virus.

Courtroom of the Future

In conjunction with the Roybal Realignment project, the Administrative Office of the U.S. Courts partnered with the Court to fund extensive technology enhancements in the Edward R. Roybal Federal Building and U.S. Courthouse courtrooms.

In 2021, the project planning, design, construction, and audio-visual installation phases continued to improve the audio, replace wiring, and establish new standards for evidence display and videoconferencing capabilities in bankruptcy courtrooms. The design phase included the creation of simplified audio-visual controls, construction drawings, and documentation for millwork, infrastructure, and construction modification details as well as the identification of viable scenarios for the concurrent upgrading of multiple courtrooms. Additionally, throughout the year, the Court continued to upgrade the infrastructure and audio-visual technologies in several courtrooms. The remaining courtrooms in the Edward R. Roybal Federal Building and U.S. Courthouse are scheduled to be upgraded through July 2022.

Interactive Statistics Dashboard Updated

In July, the Clerk's Office updated the interactive statistics dashboard to improve data visualization and allow for the comparison of court data to assist with identifying court trends. Implemented by Software Developer Christina Yip and tested by Statistical Analyst Hellena Joseph, the new tool creates graphical representations of up-to-date filing and closing data for chapters 7, 11, and 13, as well as adversary proceedings. Internal and external users can view data sorted by division, county, or from the entire Central District, or they can choose to view only self-represented litigants or business cases. The Statistics Dashboard also displays year-by-year and month-by-month comparisons; another option compares each

month of the current year to the corresponding month of the prior year. The dashboard is refreshed daily and accessible to the public via the Court's external website.

2021 IT Security Self-Assessment Program Scorecard

The Court scored in the highest tier of compliance on the Administrative Office of the U.S. Courts' 2021 IT security self-assessment program scorecard. The scorecard allows the Court to have a better understanding of its current IT security profile and prioritize any identified areas of further improvement. The scorecard is updated each year to assist courts with identifying, protecting, and the recovery of IT systems and data.



Hybrid Courtrooms Now Available Districtwide

Remote technology continued to be a vital tool to provide access to justice during the pandemic. New technology has been installed in all courtrooms where appearance via video is permitted. To facilitate the simultaneous appearances of in-person and remote participants, new cameras and video equipment were added which join the judge, lectern, and witness stand to a ZoomGov hearing. Additionally, to accommodate the display of a paper-based impeachment document or demonstrative exhibit, a document camera was added to the lectern. The document camera enables

any paper-based document or exhibit displayed under the camera to be seen on the new monitors within the courtroom as well as in the ZoomGov hearing. All user manuals in each courtroom were updated to reflect how to set up the document camera controls and ZoomGov hearing, and training was provided to the public and staff. The new "hybrid" technologies allow the Court to adjust to an ever-changing environment through increased flexibility with how the judge can conduct hearings and potential appearance options for participants.

Attorney Wi-Fi Upgraded in the Santa Ana Division

In an effort to improve connectivity and reliability, the Court upgraded the attorney Wi-Fi in the Santa Ana Division. The Wi-Fi service was upgraded from an unmanaged service to a 50Mbps managed firewall service to provide more bandwidth and enhanced Internet security. This upgrade enhances both access to the Internet and Wi-Fi calling on mobile devices for attorneys and members of the Bar.

Districtwide Court Wi-Fi Upgrades Completed

From November through December 2021, the Wi-Fi systems used to provide judiciary employees with access to court and judiciary resources were upgraded with new access points. The new systems expand wireless coverage, increase mobility, and workplace flexibility as well as improve both speed and reliability.

ZoomGov Videoconferencing

Throughout the year, Zoom for Government (ZoomGov) continued to be used for both remote and hybrid hearings. The total ZoomGov use in 2021 resulted in the following: 3,249 meetings, 2,408,506 meeting minutes, and 40,741 participants. Additionally, the Zoom Webinar license, which supports up to 1,000 participants at a time, was used for 29 training events and had a total of 1,594 participants during the 2021 calendar year.

Tablets and Smart Phone Replacements

New tablets and associated accessories were ordered and distributed to judges and the other court users. The new mobile devices increased the ability for judges and executives to access judiciary resources, case information and collaborate with chambers and Clerk's Office staff.

Additionally, the IT Help Desk cyclically replaced the court-issued smart phones to ensure secure and quick access to judiciary data and resources. The new devices were also enrolled in a mobile device management system to further secure and protect the devices in case of loss or theft.

IT Security Refresher Training

All staff completed the IT Security Refresher Training – an IT security self-assessment program scorecard requirement. IT staff also completed additional role-based IT security training required by the scorecard.

Update to Chapter 13 341(a) Notice Directs SRLs to Chapter 13 Panel Information

On July 26, the Clerk's Office updated the 341(a) notice for chapter 13 cases to include a link that directs self-represented litigants who may need, but cannot afford an attorney, to the Central District Consumer Bankruptcy Attorney Association's (cdcbaa) Chapter 13 Panel for self-represented litigants.

Clerk's Office Continues to Utilize SharePoint to Improve Court Processes

Since its adoption, SharePoint has received several upgrades and its uses have been significantly expanded. The following sites were launched in 2021:

- **Special Order Request**

In August, the Court began piloting a Special Order Request (SOR) SharePoint site. The new program transformed the existing SOR form and related processes to an online platform. The SOR form, an

integral part of the Court's procurement process, allows for the acquisition of goods and services that are essential to operations.

The new SOR SharePoint site saves time, ensures compliance, eliminates delays, and automates the flow of an SOR from request to fulfillment. The newly standardized approval process provides a way to maintain visibility through each step of the SOR process by providing stakeholders with automated email notifications.

- **HRConnect@Work**

In August, the Human Resources Department and the Learning & Development Unit launched the new HRConnect SharePoint site and revamped their intranet site. The HRConnect site was implemented to provide real-time information on HR-related topics, such as the Performance Management Program, Learning & Development programs and resources, the Strategic Planning Council, and Centers of Excellence.

Electronic Proof of Claims Upgrade

On September 19, the Court updated its Electronic Proof of Claims (ePOC) system. With ePOC, creditors can easily create, file, or amend a Proof of Claim (Official Form 410) via the Court's website. The new version of ePOC includes enhanced security and challenge questions during the login process to prevent automated attacks.

FACILITIES AND SECURITY

San Fernando Valley Division Lease

The lease for the San Fernando Valley Division was finalized as a 10-year firm lease which will expire on November 12, 2030. A Public Address System was included with this new lease and is scheduled to be installed in 2022.

Closure of Courthouses Amid COVID-19 Spike

On January 7, Chief Judge Maureen A. Tighe issued General Order 21-01, In Re: COVID-19 Public Emergency – Closure of All Courthouses Through January 29, 2021, in response to the COVID-19 pandemic and to more closely align with District Court operations in light of the United States District Court Notice from the Clerk In Re: Extension of Continuity of Operations Plan, issued on January 6, 2021, which closed all courthouses of the Central District of California and suspended all in-person court operations through and including January 29, 2021.

Throughout the court closures, judges and staff worked tirelessly to avoid disruptions of day-to-day operations, ensure the continuance of court functions, and implement programs and initiatives to provide service to the public during these unprecedented times. A small team in each division continued to dedicate a limited portion of time to processing mail and performing essential duties in-person that could not be handled remotely. The Court's Call Center, CM/ECF Support Desk, and Live Chat continued to be available during court closures.

On March 22, the Court reopened the Intake areas per General Order 21-03. Also, judges continued to hear matters remotely through telephonic or video service. Previously issued guidance regarding signatures and filing fees, Statement about your Social Security Numbers, mediations, and judges' or courtesy copies, remained in place.

Phase Three of the Reconstitution Plan Initiated

The Court's Reconstitution Plan outlines the Court's approach to the resumption of normal operations during the COVID-19 pandemic. Drafted and approved by the Court's Reconstitution Committee, which included judges, chambers, and Clerk's Office staff, the Plan sets out a phased-approach



to the Court's re-opening to the public and return to the office and includes safety measures and procedures to be implemented during each phase. Safety measures include limiting capacities in intake areas and courtrooms, requiring face coverings, providing pandemic supplies to staff, installing clear plexiglass barriers, and using jury boxes as additional seating for the public and/or counsel, if needed. The Plan allows for movement between phases as the Court continues to deal with the ever-evolving nature of the pandemic.

On July 16, the Court initiated Phase Three of its Reconstitution Plan. Phase Three is a hybrid approach offering flexible workplace options. In this phase, Clerk's Office staff returned to the office at least two days per week, video and telephone appearances were made available at the presiding judge's discretion, and courtrooms operated at limited capacity for in-person hearings.

Pandemic Supplies

The Court continued to monitor, maintain inventory, order and deploy various pandemic supplies districtwide. Pandemic supplies included hand sanitizer, disinfectant wipes, isopropyl alcohol (70%) with spray bottles, face masks, and non-latex disposable gloves. Throughout the year, the Court has deployed

hand sanitizer, isopropyl alcohol, paper towels, trash cans, and microphone covers to all counsel tables and lecterns in every courtroom and video hearing room districtwide. The Court has also provided hands-free hand sanitizer stands with dispensers to all intake lobbies and courtrooms districtwide. Other supplies deployed to every division include face shields for Intake staff.

Pandemic Information Sharing

Emergency Preparedness team members Anthony Gonzalez and Alexandra Ordaz continued to monitor Center for Disease Control and Prevention (CDC), World Health Organization (WHO), General Services Administration (GSA), and the Administrative Office of the U.S. Courts' websites for updated guidance, information, and tips regarding the COVID-19 pandemic. As new information becomes available, the Emergency Preparedness team updates the Court's Intranet site and/or notifies all staff via email.

Administrative Specialist Herbert Seales implemented and maintained the weekly COVID-19 Situational Report which contains local and national pandemic case trends and input from relevant departments and individuals at the Court to provide a "big picture" of how the daily challenges associated with the pandemic were addressed. The report will continue to serve as a reference and assist in producing an After-Action Report and Improvement Plan in the future.

Also, throughout the year, information was frequently updated and posted on the Court's external and internal websites and submitted to the Administrative Office of the U.S. Courts for publication.

Additionally, the Space Planning Department continued to support and contribute to the reconstitution of the Court through efforts to identify safety items and/or health concerns, proposing their use and installing them as appropriate to provide social distancing and employee safety throughout court facilities.

EMERGENCY PREPAREDNESS

Court Tests Emergency Notification System

Throughout the year, the Crisis Communication Team conducted monthly tests of the Court's Emergency Notification System (ENS). Additionally, on May 1, the Crisis Communication Team conducted a "May Day" ENS exercise. This exercise is designed to give all team members the opportunity to practice utilizing the Court's ENS and to familiarize court staff with ENS notifications. This year, staff achieved a 98 percent response rate, which rises well above the desired outcome of at least a 90 percent confirmation rate. Continued training and reminders allow the Court to maintain and improve current levels of response for future ENS tests.

APPENDICES

Appendix I: 2021 – 2024 Court Strategic Plan Accomplishments

Issue 1: Enabling Broad Access to the Court

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
1.1.1 Expand outreach and education about attorney referrals, self-help desks, website resources, and financial literacy, as well as unethical bankruptcy petition preparers	<p><u>Clerk's Office Promotes Self-Represented Litigants' Resources</u> Clerk's Office staff continued to publicize the Court's self-represented litigants' resources throughout the Central District.</p> <p><u>DAP</u> Debtor Assistance Project (DAP) is an association of pro bono organization representatives, bar associations, volunteer attorneys, judges, court staff and trustees, who meet bi-monthly to report on the status of their services and discuss issues related to serving self-represented parties in the Central District and case data information. DAP organizations provide free or low-cost legal services to qualified self-represented parties.</p> <p><u>Dedicated Email Box Directs SRLs to Help During Pandemic</u> As the pandemic caused the closure of court buildings, where Help Desks operate, the Clerk's Office provided an email box so that self-represented litigants (SRLs) could contact the Court and be connected remotely with a Help Desk.</p> <p><u>Diverse Community Outreach Efforts</u> Throughout the year, with the assistance of the Community Outreach Committee, the Court continued to ensure that its community outreach efforts, including Power Lunches, Law Day, and other activities, included representatives of the Central District's diverse community.</p> <p><u>eSR Promotion</u> The Court continues to promote the use of eSR software through various mediums including videos, flyers, and other informational materials distributed throughout the Central District.</p> <p><u>Online Chat Program</u> The Clerk's Office has offered its online chat program continuously since 2014. Through this chat program, visitors to the Court's website can conduct a real-time, online conversation with a Call Center representative. Online chat is available in both English and Spanish.</p> <p><u>Public Counsel</u> The Court continued to partner with Public Counsel to co-sponsor events aimed at educating practitioners on the Court's policies and procedures.</p>

1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
<p>1.1.1 Expand outreach and education about attorney referrals, self-help desks, website resources, and financial literacy, as well as unethical bankruptcy petition preparers (cont.)</p>	<p><u>Self-Help Desk Honor Roll</u> In order to encourage volunteer participation by attorneys at each self-help desk location, the Court has continued its recognition program of posting an Honor Roll and hosting a reception for volunteers. The Court also published its annual Honor Roll to commemorate the beginning of the American Bar Association's National Pro Bono Celebration week.</p> <p><u>Self-Help Desks</u> Self-help desks are available in all five divisions. The Court actively works with pro bono organizations to provide staffing for the self-help desks.</p> <p><u>Telephone Interpreter Pilot for Limited-English-Proficient Filers</u> Led by Judge Houle, the Court initiated a telephone interpreter pilot program for limited-English-proficient filers. The telephone interpreter pilot program was designed to provide on-demand language interpretation services to the Central District's very diverse population.</p> <p><u>Third-Party Filer Tracker</u> The Court uses the Third-Party Tracker to track unscrupulous bankruptcy petition preparers. The information is exported to Excel and submitted to the Office of the U.S. Trustee every other month. The U.S. Trustee uses it to track serial runners and for their investigations and prosecutions as they deem necessary.</p>
<p>1.1.2 Identify issues, conditions, and trends likely to have a significant impact on the Court</p>	<p><u>Appointment Cards for Self-Represented Litigants</u> Initiated by Chief Judge Tighe, the Court distributed appointment cards to better assist self-represented litigants (SRLs) with tracking the next activity in a case.</p> <p><u>District Profile</u> Each year, the Court publishes a District Profile. The profile provides a snapshot of the Central District's filings, demographics, poverty and income, and labor statistics.</p> <p><u>Intake Appointment System</u> Implemented the Intake Appointment System to address limited traffic in the Clerk's Office.</p> <p><u>Long-Range Space Utilization Plan</u> The Court maintained and updated its Long-Range Space Utilization Plan.</p> <p><u>Self-Represented Litigants Report</u> The Court collects and compiles data in its Self-Represented Litigants Report. The report profiles litigants in bankruptcy, examines the district's self-represented filers, provides a statistical review of outcomes, and an overview of programs and available services.</p>

1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
<p>1.1.2 Identify issues, conditions, and trends likely to have a significant impact on the Court (cont.)</p>	<p><u>Small Business Reorganization Task Force</u> Established and chaired by Chief Judge Tighe as a 12-month task force, the Small Business Reorganization Task Force (SBRTF) explored obstacles that small businesses face in seeking bankruptcy relief. The SBRTF Final Report was published in December 2020.</p> <p><u>Statistical Analysis and Reporting</u> Provided regular statistical information (weekly, monthly, quarterly, yearly) and filing and economic trend analyses upon request.</p> <p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>DAP</u> See 1.1.1</p> <p><u>Third-Party Filer Tracker</u> See 1.1.1</p>
<p>1.1.3 Enhance and improve the Court's website for maximum effectiveness</p>	<p><u>Access to eSR and Online Chat Program</u> The electronic Self-Representation (eSR) software and Online Chat Program continues to provide additional convenience to parties in remote locations or disabled parties who have difficulty visiting the Court's onsite self-help desks.</p> <p><u>Community Outreach Portal</u> In 2020, the Court launched a new public-facing community outreach section on the Court website. The section serves as a resource for the Court's community outreach activities and is updated regularly with community outreach events.</p> <p><u>Educational Videos in Spanish</u> The Court produced several videos in Spanish to promote understanding and improve service for Spanish speakers.</p> <p><u>eSR FAQs</u> In addition to a link to the electronic Self-Representation (eSR) software on the Court's website, a dedicated webpage has eSR frequently asked questions, links to additional forms to be completed and filed with an eSR petition, and also an electronic bankruptcy petition checklist to assist debtors with gathering all the required documents before getting started on a petition.</p>

1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
<p>1.1.3 Enhance and improve the Court's website for maximum effectiveness (cont.)</p>	<p><u>Interactive Statistics Webpage</u> The Court continued to update its statistics dashboard with yearly and monthly filings and closings. In 2021, the dashboard was upgraded to include county-level data.</p> <p><u>Online Chat Program FAQs</u> FAQs were maintained and updated for the Online Chat program in English and Spanish.</p> <p><u>Website</u> The Court continues to improve and update its website with current information and resources for self-represented litigants and others.</p> <p><u>Website Translation</u> The Court provides a Google Translate feature on its website to enable visitors to translate webpage content into several languages.</p> <p><u>eSR for Chapter 13</u> The Court's locally-developed electronic Self-Representation (eSR) module, a tool to help individuals complete a bankruptcy petition when they have decided to file bankruptcy without an attorney, was modified and made available online to chapter 13 debtors to file a petition with the initial forms. eSR has been available to chapter 7 debtors since 2014.</p>
<p>1.1.4 Increase outreach to underserved communities and partner with organizations such as educational institutions, charities, houses of worship, uniformed services, groups with potential vulnerable populations, and other governmental organizations</p>	<p><u>CARE Program</u> In conjunction with Law Day, the Court's Credit Abuse Resistance Education (CARE) Program provided financial literacy to assist students with managing finances, using credit wisely, saving money, and avoiding financial problems. Additionally, the CARE program materials were updated, posted, and made available to judges for future presentations.</p> <p><u>Community Outreach Committee</u> Active Community Outreach Committee led by Judge Klein, chair of the Court's Community Outreach Committee.</p> <p><u>Court Hosts Law Day Celebration</u> Building on the Ninth Circuit's Civics Contest theme, "How should we as a society strike the appropriate balance within the framework of our Constitution between safeguarding our rights and fulfilling our responsibilities to each other," the 2021 Law Day program educated judges, court staff, and approximately 35 high school students on the Constitution.</p>

1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
1.1.4 Increase outreach to underserved communities and partner with organizations such as educational institutions, charities, houses of worship, uniformed services, groups with potential vulnerable populations, and other governmental organizations (cont.)	<p><u>FED Day</u> On December 9, Bankruptcy Judge Sandra R. Klein and Magistrate Judges Pedro V. Castillo and Karen L. Stevenson hosted 70 students from Santa Ana High School for Federal Exploration (FED) Day via Zoom.</p> <p><u>Girl Scouts Visit the Central District</u> Throughout the year, Girl Scout troops visited the Central District.</p> <p><u>Ninth Circuit Public Information and Community Outreach Committee</u> Judge Klein continued to serve on the Ninth Circuit Public Information and Community Outreach Committee, which focuses on circuit-wide initiatives.</p> <p><u>2021 Civics Contest</u> See the 2021 Civics Contest article in this report.</p> <p><u>Court Events and Community Outreach</u> See the Court Events and Community Outreach section of this report.</p> <p><u>Diverse Community Outreach Efforts</u> See 1.1.1</p>
1.1.5 Support and facilitate self-help centers and pro bono programs throughout the District	<p><u>Clerk's Office Promotes Self-Represented Litigants' Resources</u> See 1.1.1</p> <p><u>DAP</u> See 1.1.1</p> <p><u>Dedicated Email Box Directs SRLs to Help During Pandemic</u> See 1.1.1</p> <p><u>Self-Help Desk Honor Roll</u> See 1.1.1</p> <p><u>Self-Help Desks</u> See 1.1.1</p>

1.2 Outreach for Businesses

STRATEGIES:	ACCOMPLISHMENTS:
1.2.1 Have sufficient outreach and public education to ensure that businesses in financial distress are aware of bankruptcy laws, referral resources, and bankruptcy-related fraudulent schemes	<p><u>Small Business Reorganization Task Force</u> See 1.1.2</p>

1.2 Outreach for Businesses

STRATEGIES:	ACCOMPLISHMENTS:
1.2.2 Investigate and identify barriers that prevent small businesses from accessing court resources	<u>Small Business Reorganization Task Force</u> See 1.1.2
1.2.3 Maintain and develop relationships with a diverse range of organizations, community groups, and bar associations	<p><u>Bar Advisory Board</u> The Court's Bar Advisory Board was initially formed in 2009 and meets quarterly with the Chief Bankruptcy Judge, other interested judges, and the Executive Officer/Clerk of Court. In 2021, the Bar Advisory Board members provided substantial input from their respective bar associations in response to the Court's request for ideas to improve court operations.</p> <p><u>Bar Association Meetings</u> Judges and the Executive Officer/Clerk of Court or designee update members of the Bar on court business during bar association meetings.</p> <p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Clerk's Office Promotes Self-Represented Litigants' Resources</u> See 1.1.1</p> <p><u>DAP</u> See 1.1.1</p> <p><u>Diverse Community Outreach Efforts</u> See 1.1.1</p>
1.2.4 Study the existing business bankruptcy procedures to see whether there are barriers to business access	<u>Small Business Reorganization Task Force</u> See 1.1.2

Issue 2: Fair and Effective Court Operations

2.1 Non-Discrimination	
STRATEGIES:	ACCOMPLISHMENTS:
2.1.1 Provide sufficient explanations for litigants to understand rulings	<p><u>Don't Have an Attorney Page</u> The Don't Have an Attorney (DHAA) page on the Court's website features "Bankruptcy Basics" videos that explain the significance of court hearings and rulings, such as for reaffirmation hearings. Additionally, the Court's DHAA page links to resources and materials provided by pro bono organizations to illustrate common actions in bankruptcy cases.</p> <p><u>Explanation of Reaffirmation Hearings</u> During reaffirmation hearings, judges and volunteer attorneys provide explanations to litigants. Many judges explain the reaffirmation process in Spanish through volunteer interpreters.</p>
2.1.2 Ensure that the Court's website has multi-functional navigational tools for all individuals	<p><u>Accommodations for Deaf and Hearing Impaired</u> Judicial Conference policy requires federal courts to provide reasonable accommodations to the deaf or hearing impaired, or persons with other communication disabilities. Applicants with hearing impairments may request auxiliary aids and services such as qualified sign language interpreters, assisted listening devices or systems, or other effective assistance. Portable headsets are available for each courtroom.</p> <p><u>ADA Accommodations</u> On its ADA accommodations webpage, the Court maintained maps for entry to each court location to assist disabled parties.</p> <p><u>Educational Videos in Spanish</u> See 1.1.3</p> <p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Online Chat Program FAQs</u> See 1.1.3</p> <p><u>Website</u> See 1.1.3</p> <p><u>Website Translation</u> See 1.1.3</p>
2.1.3 Promote the education of judges and court personnel on issues of diversity, implicit bias, and cultural literacy	<p><u>Dialogue Regarding Race Relations</u> In light of the social unrest brought on by the deaths of George Floyd, Breonna Taylor, and others, the Court hosted a dialogue regarding race relations in America on July 14, 2020. Approximately 100 participants, including judges, law clerks, and Clerk's Office staff, attended the Zoom presentation moderated by Judge Smith, Director of Human Resources and Court Services Beryl Dixon, and Operations Manager Fern Campbell.</p>

2.1 Non-Discrimination

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.1.4 Consider adverse impact on parties or professionals with limited financial resources when developing procedures</p>	<p><u>Judges' Committees Consider Procedural Changes</u> Throughout the year, judges' committees consider procedural changes that affect the population in the Central District.</p> <p><u>Online Payment by SRLs Using Pay.gov</u> See the Pay.gov for Self-Represented Litigants article in this report.</p> <p><u>Bar Advisory Board</u> See 1.2.3</p>
<p>2.1.5 Facilitate access to court proceedings for all individuals</p>	<p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p> <p><u>Mothers' Room</u> The Los Angeles, Santa Ana, Riverside, and Northern Divisions have Mothers' Rooms, or Lactation Rooms, available for the public and staff. The rooms feature comfortable seating, electrical outlets, a refrigeration unit, a self-locking door, and washroom.</p> <p><u>Ongoing Monitoring</u> The Office Services Manager monitors physical access to court buildings and court improvements as needed.</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> Throughout the year, the Court permitted telephonic appearances immediately after the Court's first closure in 2020 and quickly implemented the ability to appear by video using Zoom. This massive effort required deployment of new equipment, new procedures for litigant check-in, and development of training materials for judges, court staff, attorneys and the general public. A specialized Zoom Guide and training videos were also developed and posted on the Court's website.</p> <p><u>Access to eSR and Online Chat Program</u> See 1.1.3</p> <p><u>Accommodations for Deaf and Hearing Impaired</u> See 2.1.2</p> <p><u>ADA Accommodations</u> See 2.1.2</p>

2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
2.2.1 Simplify forms, rules, and other resources ("plain English")	<p><u>Local Bankruptcy Rules</u> The Court's Rules Committee and the Clerk's Office review all pending changes to national rules and forms and revise the Court's Local Bankruptcy Rules (LBRs) and forms as needed. Amendments to the LBRs were submitted for public comment and approved by the Board of Judges.</p> <p><u>Petitions, Forms, and Instructions Updated</u> Throughout the year, the Court updated the Petition Packages and Official Forms and Instructions as needed.</p> <p><u>Plain English</u> The Court's Rules Committee ensures that all LBR and LBR form revisions are in plain English. Other documents, such as the Court Manual, Court website, Public Notices, etc., are also published in plain English.</p> <p><u>Specific Procedures Provided on Each Judge's Webpage</u> The Court continued to update and provide practitioners with judge-specific procedures on each judge's webpage found on the Court's website.</p>
2.2.2 Draft critical forms and information in common languages spoken in the District	<p><u>Spanish-speaking Customer Service Representative</u> In 2021, the Court continued to provide a Spanish-speaking Customer Service Representative to answer phone calls in the Call Center.</p> <p><u>Educational Videos in Spanish</u> See 1.1.3</p> <p><u>Online Chat Program FAQs</u> See 1.1.3</p>
2.2.3 Strive to limit variances and effectively communicate unique procedural requirements	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Bar Advisory Board</u> See 1.2.3</p> <p><u>Specific Procedures Provided on Each Judge's Webpage</u> See 2.2.1</p>
2.2.4 Develop mechanisms to improve proceedings involving non-English-speaking individuals and others with communication barriers, including the expanded use and funding of interpreter and translator tools and services	<p><u>Spanish Interpreter Volunteer</u> Throughout the year, the Court was aided by a Spanish interpreter volunteer who translated court forms and flyers into Spanish.</p> <p><u>Spanish-speaking Customer Service Representative</u> See 2.2.2</p>

2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
2.2.5 Continue to develop and create a central repository of informational materials and media for court users	<p><u>SharePoint</u> See Clerk's Office Continues to Apply SharePoint to Improve Court Processes article in this report.</p>
2.2.6 Provide the public with instructions that are easily understandable and readily available	<p><u>Printed Materials and Videos</u> Throughout 2021, the Court continued to produce educational videos and distribute 341(a) printable brochures with directions to 341 meeting of creditors, free or low-cost bankruptcy help materials in English and Spanish, abbreviated fee schedules, and "Before and After You File" course information flyers. All materials are available on the Court's "Don't Have an Attorney" webpage.</p> <p><u>Public Use Computers</u> Prior to the pandemic, public use computers continued to be made available in each division for the public to use electronic Self-Representation (eSR) software for preparing bankruptcy petitions electronically. Additional computers were also available in each division for the public to use as a resource to research bankruptcy information or to find credit and financial management courses.</p> <p><u>eSR FAQs</u> See 1.1.3</p> <p><u>Bar Advisory Board</u> See 1.2.3</p> <p><u>Local Bankruptcy Rules</u> See 2.2.1</p>
2.2.7 Expand the availability of automated court information and data to the public and staff	<p><u>Online Chat Program</u> See 1.1.1</p> <p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Website</u> See 1.1.3</p> <p><u>Bar Advisory Board</u> See 1.2.3</p>
2.2.8 Evaluate and utilize social media as appropriate	<p><u>Twitter</u> The Court continues to utilize Twitter as a social medium for communication.</p>

2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.3.1 Promote educational opportunities and access to the latest developments in the law and training for judges and staff</p>	<p><u>Now Matters</u> The Court's 2021 theme, "Now Matters," was introduced at the 2020 Winter Education Seminar. This year's theme served as a reminder of the importance of living in the present, self-care, and caring for others.</p> <p><u>Central District Judicial Education Committee Annual Conference</u> In 2021, the Central District bankruptcy judges convened for their Annual Educational Conference. The educational program was designed by the Court's Judicial Education Committee and addressed a number of relevant topics, including updates on bankruptcy issues. The annual conference provided an excellent opportunity to acquire new information and to promote dialogue amongst the judges to best support the public.</p> <p><u>Federal Court Leadership Development Program</u> Administrative Specialist Jan Zari and Operations Team Leader Mark Francisco participated in the 2019-2020 class of the Federal Judicial Center's (FJC) 12-month Federal Court Leadership Development Program (FCLDP).</p> <p><u>Law Clerk/Extern Training Sessions</u> In 2021, the Court held three full-day Law Clerk/Extern training sessions. More than 150 participants attended, including participants from the U.S. District Court.</p> <p><u>Online Learning Paths for Court Staff</u> The Learning and Development Unit continued to produce online learning paths for court staff. These self-paced learning paths are based on the general competencies for court staff and leadership competencies for supervisors and managers.</p> <p><u>SHOT! Professional Development Program</u> The 12-month Success Happens Over Time (SHOT!) program, facilitated by Senior Court Analyst Estella Chavarin, EdD., included courses such as: Overview of 7 Habits of Highly Effective People, Business Writing & Email Etiquette, and Overview of Crucial Conversations.</p> <p><u>Training Courses and Programs</u> See the Learning & Development Courses Train and Educate Court Personnel article in this report.</p> <p><u>Winter Education Seminar</u> See the Now Matters: 2021 Winter Education Seminar article in this report.</p>
<p>2.3.1 Promote educational opportunities and access to the latest developments in the law and training for judges and staff (cont.)</p>	<p><u>Local Bankruptcy Rules</u> See 2.2.1</p> <p><u>Petitions, Forms, and Instructions Updated</u> See 2.2.1</p>

2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
2.3.2 Provide accurate and timely procedures and rules to judges and staff	<p><u>Pandemic General Orders</u> Throughout the year, the Court entered and posted General Orders to keep the public informed during the ever-changing pandemic.</p> <p><u>Local Bankruptcy Rules</u> See 2.2.1</p> <p><u>Petitions, Forms, and Instructions Updated</u> See 2.2.1</p>
2.3.3 Ensure court procedures remain in compliance with relevant statutes, rules, and policies	<p><u>Petitions, Forms, and Instructions Updated</u> See 2.2.1</p>
2.3.4 Make certain that court proceedings are recorded accurately and completely, and that high-quality transcripts and audio recordings are readily accessible	<p><u>Court Recorders</u> The Court's court recorders ensure that all hearings are properly recorded into digital files by listening to the actual recording of a court hearing and monitoring the digital recording application while the hearing is underway. Transcript quality is ensured as parties requesting court transcripts can only do so from transcription agencies that meet the Court's quality standards and are listed on the Court's website. Clerk's Office staff who perform the court recording functions have been trained to record a hearing from anywhere (e.g., a court recorder stationed in the Los Angeles Division can record a proceeding in the Riverside Division).</p> <p><u>FTR Gold Improvements</u> The Court regularly upgrades its recording software, FTR Gold. The For-The-Record (FTR) recording software received patches and operating system updates for security and continued performance and stability. New external encoders were deployed to enable audio adjustments for improved recording of the record.</p>
2.3.5 Provide resources and training on strategies for effectively dealing with litigants who may have a mental health condition	

2.4 Cost-Effectiveness

STRATEGIES:	ACCOMPLISHMENTS:
2.4.1 Support and encourage the use of alternative dispute resolution procedures	<p><u>Bankruptcy Mediation Program</u> The Mediation Program entered into its 26th year in 2021 and remains the largest and most robust bankruptcy mediation program in the nation. The mediation panel consists of attorneys and non-attorney professionals such as accountants, real estate brokers, physicians, and professional mediators.</p>
2.4.2 Develop clear procedures for remote telephonic and video appearances that are dependable and effective	<p><u>National Video Teleconferencing Service</u> The National Video Teleconferencing Service (NVTCS) was established to offer courts the ability to do point-to-point, multi-point, and audio conferences. The Court's Courtroom Technology staff continued to use the NVTCS's bridging service to conduct internal videoconferences in Los Angeles and Santa Ana Divisions. The Court plans to expand the usage of NVTCS as funding permits.</p> <p><u>ZoomGov User Guides</u> Created user guides and facilitated training to use ZoomGov videoconferencing for court hearings and general meetings.</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5</p>
2.4.3 Evaluate and implement systems to broaden self-help resources available via video	<p><u>eSR Promotion</u> See 1.1.1</p>
2.4.4 Consider commuting challenges and their impact on litigants when implementing court procedures	<p><u>Remote Access to Court Hearings</u> Following the pandemic, the court held hearings remotely by telephone or by video. Efficiencies gained by holding some court hearings remotely have been enjoyed by self-represented litigants and attorneys, saving all parties the travel time and expense associated with traveling to court. The Court is taking into account the positive feedback on holding remote hearings for some matters, for future business even after the pandemic concludes.</p> <p>In reaction to the closure of court buildings, the Court shared information with self-represented litigants and attorneys regarding suspended or discounted rates offered by the telephonic hearing provider, Court Call.</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5</p>

2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.5.1 Maximize system performance to allow timely access to process and review court documents</p>	<p><u>Case Management Assist (CMA)</u> The Court continued to maximize efficiency through use of Case Management Assist (CMA). Developed by the U.S. Bankruptcy Court for the Western District of Oklahoma, CMA is a quality review program designed to enhance daily operations and case management. Additionally, CMA provides superior internal reports that enable supervisors, managers, and the Executive team to measure the productivity and accuracy of court staff and external users. The Executive team continued to evaluate CMA's full capability and reconfigured the distribution of work in CMA to increase productivity.</p> <p><u>CIAO! "Click-Once" Upgrade</u> The CIAO! application was upgraded and tested in July 2020 with "click-once" technology to improve application performance when working remotely. The application was upgraded in August 2020.</p> <p><u>Network Upgrades</u> The Network Management department replaced the Los Angeles network core switches and the closet switches in Northern and Santa Ana Divisions. The new switches have speed and capacities many times that of the replaced equipment. In addition, the Network Management department replaced all patching cable at these divisions to improve the network infrastructure. In May, the Network Management department continued to cyclically replace closet switches in the Riverside and Los Angeles Divisions.</p> <p><u>SSL Certificates</u> The Network Management department renewed and replaced Secure Sockets Layer (SSL) certificates on all CM/ECF - Live, Test, and Train environments. In February, SSL certificates on Central District's public-facing CM/ECF servers were renewed with Symantec SSL certificates. All SSL certificates on private-facing CM/ECF servers were replaced with new, Administrative Office of the U.S. Courts (AO)-issued SSL certificates.</p>
<p>2.5.2 Streamline and simplify case management policies, procedures, and practices</p>	<p><u>CMA Reports</u> Managers and supervisors analyzed multiple CMA reports to assess the staff's workload and productivity. Based on these CMA reports, managers and supervisors re-assigned the workload across the divisions and teams to meet court requirements.</p> <p><u>CM/ECF Fee Waiver Program</u> Under the direction of the Case Management Committee, the Court continued its expanded CM/ECF fee waiver program that was initiated in April 2014.</p> <p><u>Notices Updated</u> The Clerk's Office's "Rejection Notice" and "Deficiency Notice" were updated to align with the manual and electronic petition procedures.</p>

2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.5.2 Streamline and simplify case management policies, procedures, and practices (cont.)</p>	<p><u>Clerk's Office Identifies Intake Appointment Scheduling System</u> In 2020, the Court began development efforts to create an online Intake Appointment Scheduling System. The system allows members of the public to schedule appointments with Intake staff through an online portal. A link to the appointment scheduling software is accessible on the Court's website. The Intake Appointment Scheduling System allows customers to schedule a date and time to engage in transactions with Intake staff. Members of the public who use the system will avoid waiting in lines, thus, enabling the Court to continue socially distancing and potentially reducing the transmission of COVID-19. The Intake Appointment Scheduling System was rolled out early 2021.</p> <p><u>Electronic Drop Box</u> In response to building closures due to the COVID-19 pandemic, the Court implemented an Electronic Drop Box (eDB) in April 2020. Originally developed by the New Mexico Bankruptcy Court, eDB enables self-represented litigants to electronically submit documents that do not require a fee.</p> <p><u>Online Payment by SRLs Using Pay.gov</u> See the Pay.gov for Self-Represented Litigants article in this report.</p> <p><u>eSR for Chapter 13</u> See 1.1.3</p> <p><u>Case Management Assist (CMA)</u> See 2.5.1</p>
<p>2.5.3 Identify enhancements to calendaring and order upload programs to provide more efficient processes and additional management tools</p>	<p><u>Calendaring and Order Alternatives Examined</u> Examined calendaring and order alternatives for streamlining purposes.</p> <p><u>CIAO! Databases Merge Project</u> In preparation for NextGen, the CIAO! databases were centralized from five servers onto one CIAO! server. The project began in the fall of 2019 with preliminary test merges and data verification by the CIAO! support team and designated Operations staff. Since merging nearly 20 years of data takes up to 30+ hours and requires verification, each merge was scheduled over a weekend. By early 2020, all five CIAO! databases were centralized onto one server.</p> <p><u>New Appearance Report in CIAO!</u> Implemented new Appearance Report in CIAO! to assist with the logging of parties appearing for remote hearings.</p> <p><u>CIAO! "Click-Once" Upgrade</u> See 2.5.1</p>

2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
2.5.4 Review and enhance the use of and content provided through digital systems	<p><u>Online Chat Program</u> See 1.1.1</p> <p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Website</u> See 1.1.3</p> <p><u>Public Use Computers</u> See 2.2.6</p> <p><u>Twitter</u> See 2.2.8</p>

2.6 Self-Represented Access to Technology

STRATEGIES:	ACCOMPLISHMENTS:
2.6.1 Improve website resources and access for self-represented parties	<p><u>eSR</u> The Court continued to use and promote the use of electronic Self-Representation (eSR) software. eSR is now available for chapters 7 and 13.</p> <p><u>Intake Physical Drop Boxes</u> Beginning in July 2020, the Clerk's Office provided physical drop boxes for documents that were not emergency filings. The public drop box station provided sealable bags so documents could be filed, and the related payment submitted together.</p> <p><u>Survey Regarding Self-Help Resources</u> Since 2014, the Court's Don't Have an Attorney (DHAA) web page has linked to a Survey Regarding Self-Help Resources so that the Court may collect feedback on the self-represented litigants (SRLs) experience when visiting Help Desks and identify the resources most frequently used by SRLs. Since 2017, the Court has also offered the Survey Regarding Self-Help Resources in Spanish.</p> <p><u>eSR Promotion</u> See 1.1.1</p> <p><u>eSR FAQs</u> See 1.1.3</p> <p><u>Online Chat Program FAQs</u> See 1.1.3</p>

2.6 Self-Represented Access to Technology

STRATEGIES:	ACCOMPLISHMENTS:
2.6.1 Improve website resources and access for self-represented parties (cont.)	<u>Printed Materials and Videos</u> See 2.2.6 <u>Electronic Drop Box</u> See 2.5.2
2.6.2 Enhance functionality of electronic filing	<u>eSR for Chapter 13</u> See 1.1.3 <u>eSR</u> See 2.6.1
2.6.3 Encourage electronic filing where consistent with court rules	<u>eSR Promotion</u> See 1.1.1 <u>eSR FAQs</u> See 1.1.3

2.7 Non-Attorney Services

STRATEGIES:	ACCOMPLISHMENTS:
2.7.1 Continue to monitor and work to eliminate abusive and fraudulent conduct by bankruptcy petition preparers	<u>Third-Party Filer Tracker</u> See 1.1.1
2.7.2 Study new and emerging projects and research on effective and legal use of non-attorney assistance	

2.8 Systemic Improvement

STRATEGIES:	ACCOMPLISHMENTS:
2.8.1 Continue to provide accurate and helpful case data and information	<u>DAP</u> See 1.1.1 <u>Interactive Statistics Webpage</u> See 1.1.3 <u>Bar Association Meetings</u> See 1.2.3

2.8 Systemic Improvement	
STRATEGIES:	ACCOMPLISHMENTS:
2.8.1 Continue to provide accurate and helpful case data and information (cont.)	<p><u>Case Management Assist (CMA)</u> See 2.5.1</p> <p><u>CMA Reports</u> See 2.5.2</p>
2.8.2 Foster dialogue between bench, bar, and staff on best practices	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Public Counsel</u> See 1.1.1</p> <p><u>Bar Advisory Board</u> See 1.2.3</p>
2.8.3 Identify and communicate issues on which data and information would be most helpful to judges, federal and state lawmakers, and organizations	<p><u>Court is Open Flyer</u> The Court distributed the "Court is Open" flyer (in English and Spanish) to an extensive list of contacts, including over 700 recipients such as state and local representatives and bar association members. The flyer was developed by Chief Judge Tighe and Clerk's Office staff and posted to the entrance of each court building.</p>
2.8.3 Identify and communicate issues on which data and information would be most helpful to judges, federal and state lawmakers, and organizations (cont.)	<p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Printed Materials and Videos</u> See 2.2.6</p>
2.8.4 Continue to evaluate and expand alternative dispute resolution programs	<p><u>Bankruptcy Mediation Program</u> See 2.4.1</p>
2.8.5 Evaluate and respond, when appropriate, to obstacles litigants may encounter when there are multiple venue choices	

2.9 Resource Management

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.9.1 Manage the Court's budget effectively and request supplemental funding when necessary</p>	<p><u>Monthly Spending Plans</u> The Clerk of Court submits a monthly spending plan to the Executive Committee for its review and approval. The monthly spending plans ensure that the Court remains a good steward of public funds and support the Court's mission.</p> <p><u>Supplemental Funding Requests</u> Supplemental funding opportunities are monitored, and funding is requested from the Administrative Office of the U.S. Courts and Ninth Circuit when appropriate. Opportunities for shared services funding are actively pursued by a designated Clerk's Office team.</p> <p><u>Spending Considerations List</u> The Administrative Services Manager maintains an ongoing Spending Considerations list with spending needs identified and prioritized, for consideration by the Court's Executive Committee. Purchase orders and spending are closely monitored throughout the year and reports provided to executive management to ensure proper oversight of government funds.</p>
<p>2.9.2 Offer intern and extern opportunities and pursue grant funding to provide the Court with resources for special projects</p>	<p><u>Internships and Externships</u> Throughout the years, the Court continued to offer intern and extern opportunities.</p> <p><u>Clarkson Lecture Series</u> As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, throughout the year, judges hosted discussions regarding bankruptcy and the legal profession for national externs and law clerks.</p> <p><u>Court Volunteer Interpreters</u> In 2020, volunteer interpreter Jacqueline O'Neill Huerta translated the telephone meeting instructions from the Office of the U.S. Trustee and assisted with the translation of the Court's electronic Self-Representation (eSR) webpage, eSR checklists for chapters 7 and 13, General Orders, and court flyers.</p>

2.9 Resource Management

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.9.2 Offer intern and extern opportunities and pursue grant funding to provide the Court with resources for special projects (cont.)</p>	<p><u>Court Volunteer Interpreters (cont.)</u> From July 15 through early November 2020, volunteer interpreter Ana Cuellar assisted with translating the Court's General Orders on its COVID-19 webpage as well as translating signs at entrances/exits regarding temperature scanners. Also, Ms. Cuellar collaborated with Neighborhood Legal Services of Los Angeles staff to translate bankruptcy petition schedules, the eSR landing page, eSR checklists, filing declaration and other chapter 13 documents. She also assisted with translating flyers and appointment cards for self-represented litigants.</p> <p>In December 2021, Spanish interpreter volunteer Ana Cuellar returned for a new volunteer term through the spring of 2022. Ms. Cuellar assisted with Spanish language updates for eSR and other court materials for self-represented parties.</p>
<p>2.9.3 Maintain a culture of responsible stewardship of all court resources</p>	<p><u>Reporting Allegations of Fraud, Waste, and Abuse</u> In 2021, the Court continued to remind Clerk's Office staff of the methods available to report allegations of fraud, waste, and abuse by employees or contractors who have engagements with the Court.</p> <p><u>Internal Controls and Audit Complete</u> See the Internal Controls and Audit Complete article in this report.</p> <p><u>Facilities and Security</u> See the Facilities and Security section of this report.</p>
<p>2.9.4 Develop procedures and systems for contingencies including government shutdown, mega case filings, or sudden budgetary constraints</p>	<p><u>Case Surge Survey</u> Distributed the Case Surge Survey and compiled survey results to assess areas ripe for improvement or vet through ideas on handling a case surge.</p> <p><u>Procedures for a Government Shutdown</u> Throughout the year, the Court reviewed its procedures for contingencies for a government shutdown.</p> <p><u>Reconstitution Plan</u> In response to the pandemic and after staff completed an Employee Return-to-Work survey to gather feedback on reopening needs and preferences, the Court drafted a Reconstitution Plan to implement a phased approach to return to the office.</p>

Issue 3: Judiciary Workforce of the Future

3.1 Standards of Conduct	
STRATEGIES:	ACCOMPLISHMENTS:
3.1.1 Maintain a workplace that fosters dignity, courtesy, patience, and respect	<p><u>Ethics Training</u> In an effort to support adherence to professional conduct, the Court continues to offer online Ethics training annually to all Clerk's Office and Chambers staff. New employees also take the "Avoiding Ethics Pitfalls" course as part of their orientation process to the Court.</p> <p><u>Excellent Customer Service Encouraged</u> Throughout the year, the Court continued to encourage staff to provide excellent customer service to the public. The importance of good customer service was emphasized in presentations, exercises, and team meetings. Employees providing excellent customer service were recognized throughout the year.</p> <p><u>"Great Place to Work" Campaign</u> The "Great Place to Work" campaign continued throughout 2021. The purpose of the campaign is to build on past successes, communicate upcoming programs, and provide all employees with an opportunity to offer new ideas. A broad-based initiative, Great Place to Work includes the use of CACBtv (the Court's private YouTube channel which addresses the strategic plan, pertinent court updates, and community outreach); the Talent Management Program; Centers of Excellence Open Forums; and various wellness initiatives.</p> <p><u>Wellness Campaign Events</u> In 2021, the Human Resources Department offered monthly wellness communications, as well as programming throughout the year to share health-related information and encourage employees to live a healthy lifestyle.</p> <p><u>Court Values Campaign</u> Throughout 2020, the Court highlighted each of its seven values (respect, integrity, diversity, exceptional service, innovation, collaboration, and education) found in its 2020 – 2024 Strategic Plan. The Court celebrated each value through an email and <i>Full Court Press</i> newsletter article along with a specially created court activity. Also, for each new court value highlighted, the Communications Department created a new logo and intranet banner to display on the Court's internal website.</p> <p><u>Dialogue Regarding Race Relations</u> See 2.1.3</p> <p><u>Reporting Allegations of Fraud, Waste, and Abuse</u> See 2.9.3</p>

3.1 Standards of Conduct

STRATEGIES:	ACCOMPLISHMENTS:
3.1.2 Promote performance based on integrity, efficiency, helpfulness, and empathy	<p><u>Performance Management Program</u> In 2021, the Human Resources Department reviewed the competencies identified in the Court's Performance Management Program to determine budget and resources required to create new opportunities and develop training programs.</p>
3.1.3 Encourage the reporting of workplace misconduct and reduce barriers to reporting workplace misconduct by implementing an interactive Employment Dispute Resolution process	<p><u>Employee Dispute Resolution and Commitment to a Fair and Respectful Workplace Plan</u> The Court adopted the Ninth Circuit's Model EDR Plan and held mandatory manager/supervisor and staff training.</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
3.2.1 Educate judges and court personnel on existing and emerging technologies	<p><u>Automation T-15 Training Courses</u> Throughout the year, the Court offered automation T-15 training courses to judges and staff.</p> <p><u>Remote Access Training</u> The Information Security Officers also held multiple Information Security Remote Access Training classes for staff who were preparing to telework during the pandemic-related divisional closures. Also, Clerk's Office staff provided training on virtual private network (VPN) usage and security. Additionally, judges and staff were trained on remote recording procedures.</p> <p><u>ZoomGov Videoconferencing</u> In order to facilitate court operations during the COVID-19 pandemic, Zoom for Government (ZoomGov) licenses were purchased to enable judges the ability to conduct court proceedings remotely via videoconference. ZoomGov is a simplified messaging and videoconferencing tool available on PCs, laptops, tablets, and smartphones. The videoconference software has all of the same features as Zoom commercial, but operates in a dedicated, secure infrastructure designed to meet federal requirements.</p> <p><u>Winter Education Seminar</u> See the Now Matters: 2021 Winter Education Seminar article in this report.</p> <p><u>ZoomGov User Guides</u> See 2.4.2</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.2.2 Foster a culture of learning where judges, chambers, and Clerk's Office staff work to keep needed skills current</p>	<p><u>Executive Team Performance Appraisal</u> The Court continued with the performance appraisal system for the Executive team that was initiated in 2014.</p> <p><u>Human Resources Academy Goes Virtual</u> In 2020, court staff attended the Virtual Human Resources Academy.</p> <p><u>Interactive Mondays</u> Throughout the year, 20-25 staff members joined Administrative Specialist Jan Zari to discuss topics such as self-improvement, positivity, mental health, and wellness tips. The sessions allowed staff to connect, interact, and learn in a virtual environment during a period of change and uncertainty.</p> <p><u>Keep in Touch Everyone (KITE)</u> Implemented by the Human Resources Department, Learning & Development Unit, and Communications Department, the Keep in Touch Everyone (KITE) initiative provided resources, activities, and a sense of belonging during the unexpected work-from-home period due to the COVID-19 pandemic.</p> <p><u>LEAD Academy</u> Courtroom Deputy Wendy Jackson and Case Management Administrator Shari Mason were selected and completed the NCBC's four-month Leadership, Excellence, Achievement, and Development (LEAD) Academy program.</p> <p><u>Professional Development Opportunities</u> In 2019, the Court created professional development opportunities in the Communications and Planning & Research Departments. These one-year development opportunities concluded in March 2020.</p> <p><u>Together Tuesdays</u> In 2020, "Let's Get Together Tuesdays" sessions were offered in which participants Skype during the lunch hour on Tuesdays for fun games and regular chats.</p> <p><u>Training Courses and Programs</u> See the Learning & Development Courses Train and Educate Court Personnel article in this report.</p> <p><u>Winter Education Seminar</u> See the Now Matters: 2021 Winter Education Seminar article in this report.</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.2.2 Foster a culture of learning where judges, chambers, and Clerk's Office staff work to keep needed skills current (cont.)</p>	<p><u>Bringing the Future into Focus</u> See 2.3.1</p> <p><u>Federal Court Leadership Development Program Update</u> See 2.3.1</p> <p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p> <p><u>Online Learning Paths for Court Staff</u> See 2.3.1</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>"Great Place to Work" Campaign</u> See 3.1.1</p> <p><u>Wellness Campaign Events</u> See 3.1.1</p>
<p>3.2.3 Increase retention of high-performing employees by offering continual, meaningful work tailored toward both the individual's existing and potential skillsets</p>	<p><u>Bringing the Future into Focus</u> See 2.3.1</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>"Great Place to Work" Campaign</u> See 3.1.1</p> <p><u>Wellness Campaign Events</u> See 3.1.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p>
<p>3.2.4 Establish programs to become an employer of choice</p>	<p><u>Court Vacancies</u> The Court advertises vacancies on the Court's website, Twitter, and its bimonthly newsletter. Additionally, vacancies are published on the Ninth Circuit's website.</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.2.4 Establish programs to become an employer of choice (cont.)</p>	<p><u>Judges Reach Potential Applicants</u> Judges provide outreach and information to potential applicants through various speaking engagements on an ongoing basis.</p> <p><u>Bringing the Future into Focus</u> See 2.3.1</p> <p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>Training Courses and Programs</u> See the Learning & Development Courses Train and Educate Court Personnel article in this report.</p> <p><u>Winter Education Seminar</u> See the Now Matters: 2021 Winter Education Seminar article in this report.</p> <p><u>Wellness Campaign Events</u> See 3.1.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p>
<p>3.2.5 Recruit people who possess the education, skills, experience, commitment, and desire to serve the public</p>	<p><u>Judge Klein Participates in a Diverse Attorney Pipeline Program</u> On May 23, Judge Klein spoke during the American Bankruptcy Institute's national Diverse Attorney Pipeline Program: "Why Bankruptcy: A Discussion on an Awesome Practice."</p> <p><u>Judge Klein Discusses Bankruptcy and Diversity, Equity, and Inclusion</u> On September 29, Judge Klein participated as a panelist during the American Bankruptcy Institute's program hosted by Loyola Law School addressing the practice of bankruptcy law and the importance of diversity, equity, and inclusion in the workplace.</p> <p><u>Judge Klein Discusses the Benefits of Federal Judicial Externships</u> On October 13, Judge Klein participated as a panelist during Loyola Law School panel addressing the benefits of Federal Judicial Externships.</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
3.2.5 Recruit people who possess the education, skills, experience, commitment, and desire to serve the public (cont.)	<p><u>Judge Klein Discusses Bankruptcy Law Practice</u> On November 17, Judge Klein participated as a panelist during a program for the University of Maryland, Carey School of Law which addressed the fascinating practice of bankruptcy law, civility, ethics, and courtroom etiquette.</p> <p><u>Court Vacancies</u> See 3.2.4</p> <p><u>Judges Reach Potential Applicants</u> See 3.2.4</p>
3.2.6 Examine workforce demographics, assess future human capital needs, and maintain a current workforce succession plan	<p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p> <p><u>Court Vacancies</u> See 3.2.4</p>
3.2.7 Encourage judges to obtain feedback from the bankruptcy bar on judicial performance	<p><u>Mid-Term Evaluations</u> Bankruptcy judges for the Central District of California voluntarily request midterm evaluations offered by the Ninth Circuit.</p>

3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
3.3.1 Maintain a positive work environment that recognizes high achievement, satisfaction, and employee engagement	<p><u>Employee Recognition Programs</u> The Court continues to promote the Employee Recognition programs as methods to enhance employee satisfaction through the acknowledgement of outstanding service and commitment to the workplace.</p> <p><u>Years of Service Awards</u> In 2021, the Court virtually presented years of service awards, honoring Clerk's Office employees throughout the Central District for outstanding service to the public and dedication to the Court.</p>

3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
3.3.1 Maintain a positive work environment that recognizes high achievement, satisfaction, and employee engagement (cont.)	<p><u>Safe Actions for Employee Return (SAFER)</u> As the Court prepared to reopen to the public in June 2020, the Court announced the launch of SAFER (Safe Actions for Employee Return), a program aimed at providing employees with resources and tools to safely return to work in a post-quarantine environment. The Court created a new SAFER webpage, located on the Court's Intranet. The new webpage includes a welcome back video, the Court's Reconstitution Plan, a daily health self-checker, employee training and resources, guidance on travel, health and wellness resources, a comprehensive listing of COVID-19 testing resources by county, and a link to the Employee Assistance Program (EAP) resources.</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p> <p><u>Together Tuesdays</u> See 3.2.2</p>
3.3.2 Boost work performance and embrace change through continuous reinforcement of mutual trust, active participation, and connection to a shared purpose	<p><u>Court Values Campaign</u> See 3.1.1</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p> <p><u>Together Tuesdays</u> See 3.2.2</p>
3.3.3 Expand ongoing opportunities for employees to provide regular feedback	<p><u>New Centers of Excellence (CoE)</u> Established six new Centers of Excellence (CoE) comprised of interested staff and managers to help push forward in achieving the strategic goals.</p> <p><u>Strategic Planning Council</u> Reconvened the Strategic Planning Council with new and additional staff representatives to review and approve projects and initiatives aligned with achieving the Court's strategic goals.</p>

3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
3.3.3 Expand ongoing opportunities for employees to provide regular feedback (cont.)	<p><u>Strategic Planning Involves Responsive and Innovative Teamwork! (SPIRIT!)</u> In 2020, the Court established Strategic Planning Involves Responsive and Innovative Teamwork! (SPIRIT!) focus groups to gather feedback on how to achieve the strategic goals set forth in the Court's Strategic Plan 2020 -2024.</p> <p><u>Case Surge Survey</u> See 2.9.4</p>
3.3.4 Incorporate employee engagement strategies that recognize and promote the importance of public service and each employee's role in the Judiciary	<p><u>Employee Recognition Programs</u> See 3.3.1</p> <p><u>New Centers of Excellence (CoE)</u> See 3.3.3</p> <p><u>Strategic Planning Council</u> See 3.3.3</p>
3.3.5 Offer a variety of activities to work together as one team representing the organization	<p><u>NCBC Conference at Anaheim</u> Prior to the pandemic, the Court was selected to host the 2020 National Conference of Bankruptcy Clerks (NCBC) Conference. Unfortunately, the NCBC Board made the difficult decision to postpone the Educational Conference in Anaheim until May 31 – June 2, 2023. In 2021, the Court's Planning Committee began working with the NCBC Board of Directors to suggest potential conference speakers, educational break-out sessions, and activities.</p> <p><u>Dialogue Regarding Race Relations</u> See 2.1.3</p> <p><u>"Great Place to Work" Campaign</u> See 3.1.1</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p> <p><u>Together Tuesdays</u> See 3.2.2</p> <p><u>Safe Actions for Employee Return (SAFER)</u> See 3.3.1</p>

3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
3.3.6 Strengthen current employee and judicial involvement with the new-hire onboarding process	<u>Law Clerk/Extern Training Sessions</u> See 2.3.1

3.4 Lines of Communication

STRATEGIES:	ACCOMPLISHMENTS:
3.4.1 Promote programs and activities that enhance communication among judges, chambers, and staff	<u>Dialogue Regarding Race Relations</u> See 2.1.3 <u>Interactive Mondays</u> See 3.2.2 <u>Keep in Touch Everyone (KITE)</u> See 3.2.2 <u>Together Tuesdays</u> See 3.2.2
3.4.2 Implement initiatives to ensure that all divisions communicate and collaborate effectively	<u>COVID-19 Planning Meetings</u> In an effort to increase communication during the COVID-19 pandemic, Executive Officer/Clerk of Court Kathleen J. Campbell, joined by Chief Judge Maureen A. Tighe, met with managers and supervisors daily for the first two weeks after the initial court closure in 2020, then weekly thereafter, and monthly in 2021. During these teleconferences, Chief Judge Tighe and Ms. Campbell provided district-wide updates, general information, and answered questions, while managers and supervisors provided departmental updates and reported staff concerns. The COVID-19 planning meetings ensured that the Court was prepared for contingencies as the pandemic progressed. <u>Winter Education Seminar</u> See the Now Matters: 2021 Winter Education Seminar article in this report. <u>Dialogue Regarding Race Relations</u> See 2.1.3 <u>Bringing the Future into Focus</u> See 2.3.1 <u>Interactive Mondays</u> See 3.2.2

3.4 Lines of Communication

STRATEGIES:	ACCOMPLISHMENTS:
3.4.2 Implement initiatives to ensure that all divisions communicate and collaborate effectively (cont.)	<p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p> <p><u>Together Tuesdays</u> See 3.2.2</p>
3.4.3 Build on an organizational culture that encourages open communication, transparency, civility, and consideration of all perspectives	<p><u>Winter Education Seminar</u> See the Now Matters: 2021 Winter Education Seminar article in this report.</p> <p><u>Dialogue Regarding Race Relations</u> See 2.1.3</p> <p><u>Bringing the Future into Focus</u> See 2.3.1</p> <p><u>Case Management Assist (CMA)</u> See 2.5.1</p> <p><u>Court Values Campaign</u> See 3.1.1</p> <p><u>"Great Place to Work" Campaign</u> See 3.1.1</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p> <p><u>Together Tuesdays</u> See 3.2.2</p>

3.5 Diversity

STRATEGIES:	ACCOMPLISHMENTS:
3.5.1 Foster diversity in the Court's workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences	<p><u>Diversity Celebrations</u> Throughout 2021, the Court participated in celebrating African American Heritage Month, LGBTQ Pride Month, Women's Month, Asian and Pacific Islander Month, and Hispanic Heritage Month.</p> <p><u>Diversity Hiring Committee Participation</u> In an effort to attract diverse candidates, the Court participated in the Diversity and Hiring Committees of the U.S. Attorney's Office for the Central District of California interactive discussion in 2020.</p>

3.5 Diversity

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.5.1 Foster diversity in the Court's workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences (cont.)</p>	<p><u>Judiciary Fair Employment Practices (FEPS) Annual Report</u> The Court compiled its Fair Employment Practices (FEPS) Annual Report, which was updated with workforce demographics and utilized to assess staffing and succession planning needs.</p> <p><u>Recruitment Expansion</u> The Court expanded recruitment efforts to law schools, minority bar associations, and other organizations. Judges participated in speaking engagements at local law schools to promote diversity in the recruitment of externs and law clerks. The Court continued its partnership with Loyola Law School to provide bankruptcy law students with hands on experience in working with Public Counsel and the Court. The Court hosted high school and grade school students for mock trials, Law Day, and court visits where attorneys and court staff discussed their career paths and how those paths led to a career in the Judiciary.</p> <p><u>Dialogue Regarding Race Relations</u> See 2.1.3</p> <p><u>Employee Dispute Resolution and Commitment to a Fair and Respectful Workplace Plan</u> See 3.1.3</p> <p><u>Judge Klein Participates in a Diverse Attorney Pipeline Program</u> See 3.2.5</p> <p><u>Judge Klein Discusses Bankruptcy and Diversity, Equity, and Inclusion</u> See 3.2.5</p>
<p>3.5.2 Provide outreach and information to potential judicial applicants to encourage highly-qualified individuals to apply for judicial openings</p>	<p><u>Judges Reach Potential Applicants</u> See 3.2.4</p> <p><u>Judge Klein Participates in a Diverse Attorney Pipeline Program</u> See 3.2.5</p> <p><u>Judge Klein Discusses Bankruptcy and Diversity, Equity, and Inclusion</u> See 3.2.5</p> <p><u>Judge Klein Discusses the Benefits of Federal Judicial Externships</u> See 3.2.5</p> <p><u>Judge Klein Discusses Bankruptcy Law Practice</u> See 3.2.5</p> <p><u>Diversity Hiring Committee Participation</u> See 3.5.1</p>

3.5 Diversity

STRATEGIES:	ACCOMPLISHMENTS:
3.5.3 Encourage law students and attorneys to enter the bankruptcy field to provide a diverse and qualified pool of applicants for future judgeship openings	<p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p> <p><u>Judges Reach Potential Applicants</u> See 3.2.4</p>

3.6 Collaboration

STRATEGIES:	ACCOMPLISHMENTS:
3.6.1 Pursue opportunities to share services within the Judiciary, including no cost and cost-reimbursable services	<p><u>Collaboration with District Court</u> The Court's COOP Coordinator collaborated with the U.S. District Court's Emergency Preparedness and Security Officer.</p> <p><u>Shared Services Plan</u> The Shared Services Plan has been implemented and a court catalog of shared services was developed. Individual service offerings were updated on JShare, the Judiciary's SAS webpage and catalog. The Court also used services from other courts by transferring funds or by trading services.</p> <p><u>Shared Administrative Services</u> See the Clerk's Office Continues to Offer Shared Administrative Services article in this report.</p>
3.6.2 Consider sharing positions within the Judiciary when a full-time position is not warranted or funds are limited	<p><u>Court Statistician Shared with the Ninth Circuit</u> Established a shared position of a Court Statistician with the Ninth Circuit.</p> <p><u>District Court Partnership</u> The Court continues to share emergency preparedness services with the U.S. District Court for the Central District of California. At the Northern Division, Clerk's Office staff provides mail and facility assistance for Magistrate Judge LaMothe. Additionally, the Court shares courier services with District Court at the Santa Ana Division.</p>
3.6.3 Encourage collaborative work efforts through the adoption of project management principles, software, team building exercises, action learning teams, and other efforts	<p><u>New Centers of Excellence (CoE)</u> See 3.3.3</p>
3.6.4 Volunteer to serve on national, circuit, and other committees and working groups to ensure the Court has a voice on critical initiatives and programs	<p><u>Clerk's Office Staff Serve on NCBC Committee</u> Clerk's Office staff continued to serve on various NCBC Committees.</p>

3.6 Collaboration

STRATEGIES:	ACCOMPLISHMENTS:
3.6.4 Volunteer to serve on national, circuit, and other committees and working groups to ensure the Court has a voice on critical initiatives and programs (cont.)	<p><u>Federal Executive Board</u> The Court's Continuity of Operations Coordinator continued to collaborate with the Federal Executive Board (FEB), serving on their Greater Los Angeles Area Federal Executive Board (GLAFEB) Continuity Working Group (CWG) Steering Committee.</p> <p><u>Judicial Committee Participation</u> Chambers and Clerk's Office staff continued to enhance communication through judicial committee participation.</p> <p><u>NextGen Expert Panel Selections for 2020-2021</u> Court staff were selected for the NextGen Expert Panel.</p> <p><u>Judges and Clerk's Office Staff Participate in National Committees and Programs</u> See the Committee Appointments section of this report.</p>
3.6.5 Share the innovative uses of technologies which highlight the individual strengths and talents of the Court	<p><u>Art of Possible</u> The Court continues to provide on-demand videos on creative uses of technology by the Clerk's Office and chambers, such as "Using OneNote to Organize Your Next Trial."</p> <p><u>Centers of Excellence and SharePoint</u> The Clerk's Office established dedicated SharePoint pages for each Center of Excellence to share project information, and the pages are accessible to the Court to view the CoE's progress.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p>

3.7 Flexibility

STRATEGIES:	ACCOMPLISHMENTS:
3.7.1 Prepare employees to perform one another's jobs where feasible and appropriate to ensure uninterrupted coverage	<p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p>
3.7.2 Increase flexibility to share work among staff in different divisions	<p><u>Court Recorders</u> See 2.3.4</p> <p><u>Case Management Assist (CMA)</u> See 2.5.1</p>

3.7 Flexibility

STRATEGIES:	ACCOMPLISHMENTS:
3.7.3 Enhance video hearing capability so that judges can easily hear cases in any division	<u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5 <u>National Video Teleconference Service</u> See 2.4.2
3.7.4 Conduct ongoing reviews of Clerk's Office organizational structure to ensure effective management practices	<u>Organizational Review</u> Throughout the year, the Court reviews the Clerk's Office's organizational structure.

Issue 4: A Flexible and Responsive Infrastructure

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
4.1.1 Maintain an IT project review process to determine project feasibility and prioritization	<p><u>IT Strategic Plan</u> The IT Committee reviews and approves technology improvements and monitors the initiatives to ensure IT Strategic Plan alignment.</p>
4.1.2 Review the IT Strategic Plan to ensure alignment with the vision, goals, and initiatives of the Court and compliance with the <i>Guide to Judiciary Policy</i>	<p><u>IT Strategic Plan</u> See 4.1.1</p>
4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible and secure technology experience	<p><u>Annual IT Security Scan of Servers</u> The Court participated in the annual security scan of servers at Internet Data Centers, resolving all issues found on local, court-owned servers. The Court also completed a quarterly backup restoration test.</p> <p><u>KACE Inventory and Patch Management</u> The Network Management Department installed new unified endpoint management (UEM) software on more than 60 active servers on the Court's network. The UEM software allows efficient management of server inventory and patches. The new software can generate quarterly reports that meet IT Security Scorecard requirements.</p> <p><u>IT Awareness Tips</u> The IT security officers emailed awareness tips throughout the year to all employees.</p> <p><u>IT Security Scorecard Requirements Review</u> Several policies were reviewed and updated in accordance with the IT Scorecard requirements. Print management, GUPs, and HP management software were migrated to a new server in order to decommission five older servers that were no longer supported by Microsoft in compliance with the IT Scorecard.</p> <p><u>IT Security Training</u> In accordance with the <i>Guide to Judiciary Policy, Vol. 15, §340</i>, court employees completed the annual IT Security Awareness Training. The IT Security Awareness Training was provided as an Electronic Learning Module (ELM), which was created in cooperation with the Administrative Office of the U.S. Courts. All new employees, including non-paid employees, and all who requested new remote access (VPN) accounts completed the appropriate training.</p>

4.1 Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p>4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible and secure technology experience (cont.)</p>	<p><u>IT Staff Training</u> To learn and implement security best practices with new and existing technologies, IT staff members participated in security-related training classes.</p> <p><u>Proxy Server and Patch Management Applications Upgraded</u> The Court's proxy server and patch management applications were upgraded. Agents were distributed to offsite devices so vulnerability scans could continue on offsite devices. Replication failover testing was performed successfully.</p> <p><u>Quarterly IT Security Assessment</u> The Network Management Department (NMD) completed quarterly vulnerability scans on LAN and server equipment on the network. Based on the vulnerability reports, the NMD patched and remedied the reported vulnerabilities for more than 80 physical, virtual, and Administrative Office of the U.S. Courts (AO)-hosted servers. In addition, the NMD updated firmware on over 100 network infrastructure devices including network switches, UPS's, and data closet environmental monitors.</p> <p><u>FTR Gold Improvements</u> See 2.3.5</p>
<p>4.1.4 Assess needs and implement improvements in case management systems</p>	<p><u>Auto Docketing Interface (ADI)</u> The Court implemented auto closing for chapter 13 dismissals, chapter 7 cases without discharge and no financial management filed, dismissed chapter 7 cases, and chapter 13 cases without a plan.</p> <p>In 2021, the Court began working on Chapter 11 and 13 Plan confirmation notifications. ADI helps to reduce labor and aids in managing our caseload more efficiently.</p> <p><u>Programs and Initiatives to Limit In-Person Appearances</u> In response to the COVID-19 pandemic, the Court has implemented programs and initiatives to limit in-person appearances.</p> <p>The Clerk's Office developed a new option in CM/ECF that allows attorneys to electronically file an involuntary bankruptcy petition, open the case, and pay the filing fee online. Previously, filing parties or their attorneys were required to manually file involuntary bankruptcy petitions over the intake window.</p>

4.1 Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p>4.1.4 Assess needs and implement improvements in case management systems (cont.)</p>	<p><u>Programs and Initiatives to Limit In-Person Appearances (cont.)</u> Additionally, the Clerk's Office successfully developed and deployed a new docket event that allows ECF account holders to docket a request, upload a request form, and pay for a CD of a recorded hearing online. Clerks can also docket and upload the CD request forms that are received through the mail and in-person. Previously, the form could not be filed online by ECF account holders or docketed by the Clerk's Office staff. It was mailed or hand-delivered with the fee to an intake clerk to be received, stamped, and cashiered. In both the old and new methods, the requesting party is contacted when the CD is ready to be mailed or picked up.</p> <p><u>Intake Appointment System</u> See 1.1.2</p> <p><u>Electronic Drop Box</u> See 2.5.2</p> <p><u>Intake Physical Drop Boxes</u> See 2.6.1</p>
<p>4.1.5 Participate in national committees and programs to further the development and advancement of court technology and implementation of best practices</p>	<p><u>Judges and Clerk's Office Staff Participate in National Committees and Programs</u> See the Committee Appointments section of this report.</p> <p><u>Judicial Committee Participation</u> See 3.6.4</p>
<p>4.1.6 Evaluate new and existing national applications on a frequent basis</p>	<p><u>National Applications Evaluated and Implemented</u> In 2020, court staff evaluated the Administrative Office of the U.S. Courts (AO) offerings for videoconferencing (Skype, WebEx, Cisco Meeting) for remote hearings and general meeting use. Additionally, the Court migrated SharePoint sites from locally hosted systems to the AO's SharePoint Online offering, upgraded CM/ECF to release 5.3.3, began testing of NextGen release 1.5.2, and moved to the AO provided AT&T teleconferencing services.</p> <p><u>Migrated to the National Wireless Network Services</u> Successfully completed the implementation of the Administrative Office of the U.S. Courts' (AO) enterprise-level wireless access network across all divisions. Migration to the system helped to reduce costs to the Court while providing national, standardized, and secure wireless networks across the Judiciary. The centrally managed system is configured, monitored and secured by AO specialists and local WiFi access points are installed and maintained by court staff.</p>

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
4.1.6 Evaluate new and existing national applications on a frequent basis (cont.)	<p><u>National Password Vault Implemented</u> Successfully implemented the Administrative Office of the U.S. Courts' National Password Vault for privileged accounts. The service improves the Court's security posture by monitoring and logging privileged password access and use.</p> <p><u>National Video Teleconferencing System</u> All court video conferencing devices were added to the National Video Teleconferencing System (NVTCS). The national service improves the Court's ability to support uninterrupted remote hearings through the judiciary's redundant data centers.</p>
4.1.7 Institute IT project management and software development methodologies	<p><u>Project Management Software Developments</u> The Court leveraged training in Agile, Scrum, and Kanban to conceptualize a Project Management System. A working version of the system was modeled and developed in Microsoft Access to facilitate the tracking of the Court's portfolio of projects, programs, and tasks. The model is the basis for future developments in SharePoint.</p>

4.2 Courtroom Technology	
STRATEGIES:	ACCOMPLISHMENTS:
4.2.1 Examine courtroom technology guidelines and requirements	<p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p>
4.2.2 Upgrade courtrooms to maximize use of modern courtroom technology and video appearance capability	<p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p>
4.2.3 Implement procedures for the electronic submission of exhibits for evidentiary hearings	<p><u>Electronic Exhibit Submission</u> Clerk's Office staff worked with chambers to review electronic exhibit submission options and provide feedback on verbiage for hearing notices, instructions, and procedures.</p> <p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p>

4.2 Courtroom Technology

STRATEGIES:	ACCOMPLISHMENTS:
4.2.4 Keep current on emerging technologies used by courts and public and private sector organizations	<p><u>IT Solutions and Developments</u> In 2021, the Court's IT Security Officers and IT Managers participated in both the monthly Judiciary Information Security Officer and Assistant Circuit Executives conference calls to discuss IT developments and solutions for security, network, telecommunications and emerging technologies. Additionally, various IT staff members participated in the annual technology conference hosted by the Ninth Circuit, and attended IT security, audio visual, networking, and video editing training classes.</p> <p>Collaborative Teams channels were setup nationally to allow court staff and other members of the Judiciary to meet, share files, and discuss issues, ideas, and innovations. Frequently used Teams channels included topics such as general IT best practices, courtroom technology, digital recording, audio streaming, and IT security.</p> <p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p> <p><u>Electronic Drop Box</u> See 2.5.2</p>
4.2.5 Analyze the technologies necessary to implement courtroom sharing and the associated costs	
4.2.6 Ensure court recording systems are current and optimized for audio quality	<p><u>Administrative Office of the U.S. Courts' Cloud Services</u> In 2020, the Court signed up for Cloud Hosting Services provided by the Administrative Office of the U.S. Courts (AO). Utilization of the AO's hosting services enabled the Court to reduce costs associated with the cyclical replacement of equipment, and annual maintenance of servers while also potentially eliminating cooling expenses as the server room space is reduced.</p> <p><u>Court Recorders</u> See 2.3.4</p> <p><u>FTR Gold Improvements</u> See 2.3.5</p>

4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
4.3.1 Implement Judiciary IT Security Scorecard requirements	<p><u>Five-Year IT Security Assessment</u> The Court assisted the Administrative Office of the U.S. Courts' (AO) Information Technology Security Office (ITSO) to complete a five-year Information Technology Security Assessment, which is a thorough assessment of all security controls, providing insight on how to approve the Court's security.</p>

4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
4.3.1 Implement Judiciary IT Security Scorecard requirements (cont.)	<p><u>IT Security Monthly Meetings</u> In an effort to safeguard judiciary information and systems, the Executive Officer/Clerk of Court, Chief Deputy of Administration, IT Security Officers, Network Manager, IT Help Desk Manager, Special Projects Manager, and a team member from the Ninth Circuit's IT Security team met monthly throughout 2020 and 2021. The meeting focused on a review of the Court's compliance with AO and local IT security policies and needs. Each month the team provided updates on a variety of security metrics and the efforts with each to ensure an optimal security posture for the Court.</p> <p><u>IT Security Scorecard Requirements Review</u> See 4.1.3</p> <p><u>Quarterly IT Security Assessment</u> See 4.1.3</p>
4.3.2 Participate in IT Security Assessments and programs offered by the Ninth Circuit and the Administrative Office of the United States Courts to promote security	<p><u>Participated in National IT Initiatives and Programming Offers</u> The Court volunteered to participate in national IT initiatives and programming, including NextGen CM/ECF programming opportunities. The Court also volunteered to participate in the Administrative Office of the U.S. Courts' programming offers related to NextGen CM/ECF.</p> <p><u>IT Awareness Tips</u> See 4.1.3</p>
4.3.3 Leverage available security tools, resource packets, templates, and awareness materials	<p><u>IT Platforms Leveraged</u> Information Security Officers (ISOs) used Skype and Teams to perform Remote Access IT Security training as part of implementing telework for all staff. Agents were distributed to offsite devices so vulnerability scans could continue on offsite devices. The IT security COVID-19 page was updated with relevant articles related to remote access and COVID-19 related scams. Event logs were monitored, with a focus on remote access issues. A web application firewall was activated on an outward-facing server. IT staff prepared and participated in an AO Security Posture Scan as well as an AO five-year security assessment, which is a thorough assessment of all security controls, providing insight on how to approve the Court's security posture. An annual review of IT security policies and plans were completed, using the <i>Guide to Judiciary Policy</i> and various resource packets as references.</p> <p><u>IT Security Training</u> See 4.1.3</p>

4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
4.3.4 Establish and maintain redundancies to all critical systems	<u>Administrative Office of the U.S. Courts' Cloud Services</u> See 4.2.6
4.3.5 Expand security awareness through training and frequent communication	<u>IT Awareness Tips</u> See 4.1.3 <u>IT Security Training</u> See 4.1.3

4.4 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
4.4.1 Provide staff with the required training and equipment to successfully work remotely when necessary	<u>Remote Software Updates</u> Using Zenworks, the Clerk's Office increasingly "pushed out" software updates to all of the Court's computers and devices remotely, saving time and labor. Zenworks was also used to upgrade end-user devices to Windows operating system feature update v. 1909. <u>Telework Training Provided to All Staff</u> Provided telework training to all staff when required to work from home during the COVID-19 pandemic. <u>Telework Equipment</u> Throughout 2021, the Court continued to identify telework equipment needs, determine availability with vendors, and request supplemental funding, if needed. <u>Remote Access Training</u> See 3.2.1
4.4.2 Utilize platform-agnostic applications and consider the potential for mobile solutions when initiating new IT projects	<u>Cisco AnyConnect</u> The Court moved to a new means of connecting to court resources remotely. The newly installed Cisco AnyConnect software expedited the network connection process, while eliminating the need to remote into a desktop computer at work.
4.4.3 Promote opportunities for digital collaboration and continuous improvement in audio and video technology	<u>Collaborative Platforms Used</u> Collaborative platforms such as Skype, Teams, and Zoom were prominently used in 2021. These collaborative platforms were leveraged to facilitate meetings with staff and externs, alert court support staff that the judge was about to take the virtual bench, and other necessary communications that otherwise would have been in-person prior to the pandemic. ZoomGov was vital to conducting remote hearings and training sessions.

4.4 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
<p>4.4.3 Promote opportunities for digital collaboration and continuous improvement in audio and video technology (cont.)</p>	<p><u>Courtroom Videoconference Installations</u> New videoconferencing equipment and controls were tested and deployed in courtrooms throughout the District.</p> <p><u>SharePoint</u> See Clerk's Office Continues to Apply SharePoint to Improve Court Processes article in this report.</p> <p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p>
<p>4.4.4 Share and promote the use of collaboration tools and unified messaging applications</p>	<p><u>Assuring Court Excellence (ACE)</u> In 2020, the Court launched its SharePoint site titled Assuring Court Excellence (ACE). The site was developed as a centralized repository for capturing key documents required by various national, regional, and local policies and other preferred items requiring documentation and tracking.</p> <p><u>Community Outreach Events</u> In 2020, the Court launched its Community Outreach SharePoint site. Enhancements to the site were made prior to the launch based on feedback during user acceptance testing. A guide to the site was developed and distributed to coincide with the launch. The site is a valuable resource, allowing for a collaborative space for planning and participation in upcoming community outreach.</p> <p><u>Judicial Committees Hub</u> In 2020, the Court launched its Judicial Committees Hub. Training was provided to the judicial committee coordinators on the multiple features and functionality of the site. Meeting minutes, agendas, and other materials from the legacy file management solution to the corresponding sites on the judicial committee's hub were successfully migrated. The Judicial Committees Hub is a valuable resource in allowing for a collaborative space for participant engagement.</p> <p><u>Judicial Research Library Site</u> In 2020, the Court launched its Judicial Research Library (JRL) SharePoint site. The JRL allows chambers to research bankruptcy-related topics that impact the Court. A guide to the site's enhanced search features and process for uploading materials was developed and distributed to users. The design, development, and implementation of the JRL site was a collaborative effort between chambers and Clerk's Office staff.</p>

4.4 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
4.4.4 Share and promote the use of collaboration tools and unified messaging applications (cont.)	<p><u>SharePoint</u> See Clerk's Office Continues to Apply SharePoint to Improve Court Processes article in this report.</p>

4.5 Paper Reduction

STRATEGIES:	ACCOMPLISHMENTS:
4.5.1 Conduct a feasibility study on existing paper-based procedures to determine what processes may be automated or digitized	<p><u>Clerk's Office Launches SOR SharePoint Site</u> In September 2021, the Court implemented a Special Order Request (SOR) SharePoint site. The program transforms the existing paper-based form and related processes to a new online platform. The SOR form, an integral part of the Court's procurement process, allows for the acquisition of goods and services that are essential to operations.</p> <p>The new SOR SharePoint site saves time, ensures compliance, eliminates delays, and automates the flow of an SOR from request to fulfillment. The newly standardized approval process provides a way to maintain visibility through each step of the SOR process by providing stakeholders with automated email notifications.</p>
4.5.2 Examine the Administrative Office of the United States Courts' guidelines detailing the use of digital signatures	<p><u>Clerk's Office Conducts Research</u> The Clerk's Office gathered research regarding the Administrative Office of U.S. Courts' policies regarding the use of digital signatures.</p>
4.5.3 Encourage use of existing electronic systems in lieu of paper to save time and space while improving access to information	<p><u>Archiving Project</u> In 2021, the Court continued to archive case records to free up valuable space.</p> <p><u>Records Digitizing Project</u> In an effort to maximize the utilization of existing space and reduce the Court's footprint in the Los Angeles Federal Building and the Edward R. Roybal Federal Building and U.S. Courthouse, the Records team scanned boxes of documents for both Operations and Administration.</p> <p><u>Records Shredded and Disposed</u> Significantly reducing the total volume of storage space required, the Los Angeles, San Fernando Valley, and Northern Divisions shredded boxes of petitions, subsequent documents, claims, financial records, paper documents, old transcripts that were already disposed of by Federal Records Center, and miscellaneous folders. Along with these paper records, the Court was able to dispose of shelving units, storage boxes, and file cabinets.</p>

4.5 Paper Reduction

STRATEGIES:	ACCOMPLISHMENTS:
4.5.3 Encourage use of existing electronic systems in lieu of paper to save time and space while improving access to information (cont.)	<p>SharePoint See Clerk's Office Continues to Apply SharePoint to Improve Court Processes article in this report.</p> <p><u>Electronic Drop Box</u> See 2.5.2</p> <p><u>Programs and Initiatives to Limit In-Person Appearances</u> See 4.1.4</p> <p><u>Assuring Court Excellence (ACE)</u> See 4.4.4</p> <p><u>Community Outreach Events</u> See 4.4.4</p> <p><u>Judicial Committees Hub</u> See 4.4.4</p> <p><u>Judicial Research Library Site</u> See 4.4.4</p>

4.6 Stakeholder Feedback

STRATEGIES:	ACCOMPLISHMENTS:
4.6.1 Involve public stakeholders in the development and upgrades of technological systems and solutions	<p><u>Courtroom of the Future Collaborative Discussions</u> Throughout 2021, Clerk's Office staff continued needs gathering and design discussions for the Courtroom of the Future. Judges, law clerks, and court staff met at key decisions milestones to ensure the selection of new technologies matched the proposed use in a courtroom setting. Information was shared and feedback received at a variety of occasions such as the Board of Judges and Los Angeles judges' meetings. Additionally, multiple feedback sessions were held for attorneys.</p>

4.6 Stakeholder Feedback

STRATEGIES:	ACCOMPLISHMENTS:
4.6.1 Involve public stakeholders in the development and upgrades of technological systems and solutions (cont.)	<p><u>Courtroom of the Future Tours</u> The Court promoted courtroom tours to the Bar Advisory Board and their respective Bar organizations of the upgraded Courtroom of the Future (COTF) spaces within the Edward R. Roybal Federal Building and U.S. Courthouse (Roybal) in Los Angeles. As part of the Court's Strategic Plan initiative to provide a flexible and responsive infrastructure, the COTF project includes the upgrade of courtroom technology throughout the Central District starting with courtrooms in Roybal. Tours were offered both in-person and virtually. The tours included a review of state-of-the-art technology and intuitive audio-visual control systems, which were added to the COTF in accordance with the goal to provide modern infrastructure in courtrooms to support trends and advancements in technology. The updated courtrooms feature new audio systems, video displays, an electronic exhibit presentation system, telephonic and video conferencing, and a variety of other improvements which expand the usability of the courtrooms.</p> <p><u>Hybrid Courtrooms</u> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p>
4.6.2 Implement new systems and solutions through pilot project initiatives	<p><u>Online Payment by SRLs Using Pay.gov</u> See the Pay.gov for Self-Represented Litigants article in this report.</p> <p><u>Telephone Interpreter Pilot for Limited-English-Proficient Filers</u> See 1.1.1</p>
4.6.3 Deliver pre-development stakeholder training	<p><u>Courtroom of the Future Collaborative Discussions</u> See 4.6.1</p>
4.6.4 Promote communication and facilitate the exchange of ideas through outreach and user satisfaction surveys	<p><u>Court Shares Information with Law Professor</u> In May 2021, the Court shared information found on its "Don't Have an Attorney" webpage with University of Nevada, Las Vegas Law Professor Nancy B. Rapoport. The materials were adapted and compiled for a program to educate veterans and servicemembers developed by the American Bankruptcy Institute's (ABI) Task Force.</p> <p><u>eSR Surveys</u> User satisfaction survey disseminated with eSR confirmation email.</p> <p><u>Court Shares Information with FJC</u> In December 2021, Chief Judge Maureen A. Tighe and Executive Officer/Clerk of Court Kathleen J. Campbell met with Senior Researcher at the Federal Judicial Center (FJC) Tim Reagan and Research Associate Carly Giffin via teleconference to discuss a study on electronic filing by pro se litigants in bankruptcy, district, and appellate courts. The Research Division of the FJC provides the Judicial Conference's standing Committee on Rules of Practice and Procedure with empirical research support. During the meeting,</p>

4.6 Stakeholder Feedback

STRATEGIES:	ACCOMPLISHMENTS:
4.6.4 Promote communication and facilitate the exchange of ideas through outreach and user satisfaction surveys (cont.)	<p><u>Court Shares Information with FJC (cont.)</u> they discussed basic information about opportunities and procedures for pro se electronic filing, accepting filings by email or drop box, the Court's use of eSR, and challenges courts face when expanding opportunities for electronic filing by pro se litigants.</p> <p><u>Public Stakeholders Involved</u> Throughout the year, the Court continued to involve members of the Bar and public stakeholders in the development of new systems and solutions.</p> <p><u>Survey Regarding Self-Help Resources</u> See 2.6.1</p>
4.6.5 Expand attorney representation and participation on IT issues	<p><u>Courtroom of the Future Collaborative Discussions</u> See 4.6.1</p> <p><u>Public Stakeholders Involved</u> See 4.6.4</p>

4.7 Facilities and Security

STRATEGIES:	ACCOMPLISHMENTS:
4.7.1 Identify, monitor, and address building and safety improvements	<p><u>Court Security Practices</u> Throughout 2021, the Court continued to meet regularly with the U.S. Marshals Service and Federal Protective Service representatives to discuss court security practices and procedures.</p> <p><u>Ongoing Safety Improvements</u> The Office Services Manager conducts surveys and requests funds as needed for safety improvements.</p> <p><u>Pandemic Supplies Distributed</u> See the Pandemic Supplies article in this report.</p> <p><u>Ongoing Monitoring</u> See 2.1.5</p> <p><u>Reconstitution Plan</u> See 2.9.4</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p>
4.7.2 Maintain an updated district-wide long-range space plan	<p><u>Long-Range Space Utilization Plan</u> See 1.1.2</p>

4.7 Facilities and Security

STRATEGIES:	ACCOMPLISHMENTS:
4.7.3 Pursue funding to ensure all courtrooms are ADA compliant	<p><u>Accommodations for Deaf and Hearing Impaired</u> See 2.1.2</p> <p><u>ADA Accommodations</u> See 2.1.2</p>
4.7.4 Participate in security committees to enhance security and safety	<p><u>Facility Security Committee and Court Security Committee</u> Throughout the year, judges and court staff participated in the Facility Security Committee in each divisional location and in the Court Security Committee with U.S. Marshals Service and General Services Administration.</p> <p><u>Court Security Practices</u> See 4.7.1</p>
4.7.5 Design cost-effective office spaces as funding permits to incorporate healthy, well- building inspired principles	<p><u>Space and Facilities Reconstitution Efforts</u> The Space and Facilities team gathered information and space dimensions to support the Court's reconstitution efforts. The team collected clear face shields, created social distancing space-plan drawings, researched (distanced) courtroom seating positions, and researched self-cleaning surfaces. The team also conducted research into post-COVID workplace concerns and anticipated trends.</p>
4.7.6 Continue to strengthen the Court's relationship with both the United States Marshals Service and the Federal Protective Service	<p><u>Facility Security Committee and Court Security Committee</u> See 4.7.4</p>
4.7.7 Cultivate close working relationships with all federal court representatives to ensure the space needs of the Court are addressed	<p><u>AO's Space and Facilities Division</u> Court management, Space Planning, and Audio Visual team members met frequently to plan for the Edward R. Roybal Federal Building and U.S. Courthouse's courtroom upgrades with the Administrative Office of the U.S. Courts' (AO's) Space and Facilities Division.</p> <p><u>General Services Administration (GSA)</u> The Court worked closely with GSA to ensure cleaning and disinfection protocols were implemented and followed during the pandemic.</p> <p><u>Lease Negotiation</u> The Space Planning Department worked with the Ninth Circuit and GSA to finalize the lease of the San Fernando Valley Divisional space. The new lease is 10 years, comprised of eight fixed and two optional years.</p>

4.7 Facilities and Security

STRATEGIES:	ACCOMPLISHMENTS:
4.7.7 Cultivate close working relationships with all federal court representatives to ensure the space needs of the Court are addressed (cont.)	<p><u>Ninth Circuit Space and Security Advisory Council</u> Executive Officer/Clerk of Court Kathleen J. Campbell served on the Ninth Circuit Space and Security Committee. The committee focuses on issues that affect the quality and effectiveness of space and security of court buildings in the United States. Ms. Campbell's term ended on October 20, 2021.</p> <p><u>Space and Security Advisory Council</u> Executive Officer/Clerk of Court Kathleen J. Campbell continued to serve on the Space and Security Advisory Council. The council advises the Administrative Office of the U.S. Courts on matters related to courthouse facilities and security. The committee meets twice yearly in Washington, D.C. Ms. Campbell's appointment ended on October 20, 2021.</p> <p><u>Space Planning Meet and Greet</u> In 2020, the Space Planning Department hosted a virtual meet and greet with the Circuit Executive's Space and Facilities Office's new Project Manager Janet Goodman.</p> <p><u>Facility Security Committee and Court Security Committee</u> See 4.7.4</p>

4.8 Emergency Preparedness and Continuity of Operations

STRATEGIES:	ACCOMPLISHMENTS:
4.8.1 Review and periodically re-evaluate the Court's security and emergency procedures	<p><u>Annual Review of the Court's Security and Emergency Procedures</u> The Court's Information Security Officers (ISOs) led the annual review and updating of the 24 policies and plans which detail and support adherence to the <i>Guide to Judiciary Policy</i> and strengthen the security posture for court resources. Additionally, a team comprised of ISOs, operations managers, an Administrative Specialist, and IT managers led backup and restoration efforts to verify and ensure access to court systems in the event of an emergency.</p> <p><u>Reconstitution Plan</u> See 2.9.4</p>

4.8 Emergency Preparedness and Continuity of Operations

STRATEGIES:	ACCOMPLISHMENTS:
4.8.2 Conduct systematic testing and training on security and emergency procedures	<p><u>Court Tests the Emergency Notification System</u> Throughout 2021, the Crisis Communication Team conducted monthly tests of the Court's Emergency Notification System to familiarize staff with emergency notifications and the steps that should be taken to confirm receipt of notifications.</p> <p><u>National Preparedness Month</u> The Office Services department prepared a weekly newsletter to help staff prepare for emergencies during National Preparedness Month, beginning on September 1, 2021.</p> <p><u>Returning to the Office Following COVID-19 Shutdown Discussion</u> The Emergency Preparedness team presented "Returning to the Office Following COVID-19 Shutdown" to staff with a live Zoom PowerPoint describing what has changed in the office during the pandemic and what to expect when returning to the office.</p> <p><u>The Great ShakeOut</u> In observance of the yearly ShakeOut event, the COOP Coordinator activated the Court's emergency notification systems, which generated a brief test emergency response message to judges, chambers, and Clerk's Office staff.</p>
4.8.3 Maintain an up-to-date Continuity of Operations Plan for the Court and Occupant Emergency Plan for all court facilities	<p><u>COOP Plan Revised</u> COOP personnel continued their efforts to revise the Court's COOP plan, including the pandemic component. COOP personnel conducted meetings with staff; consulted local representatives from city, county, state, and other federal agencies; and analyzed COOP plans from other bankruptcy courts that have faced severe and long-term COOP plan activations such as New York and Louisiana.</p>
4.8.4 Communicate and coordinate the Court's Continuity of Operations Plan and strategies with other court units and appropriate public safety agencies	<p><u>COOP Webpage</u> The Court continued to maintain its COOP webpage.</p> <p><u>Collaboration with District Court</u> See 3.6.1</p> <p><u>District Court Partnership</u> See 3.6.2</p> <p><u>Federal Executive Board</u> See 3.6.4</p>

Appendix II: Bankruptcy Filings and Percentage Change: 1980 – 2021

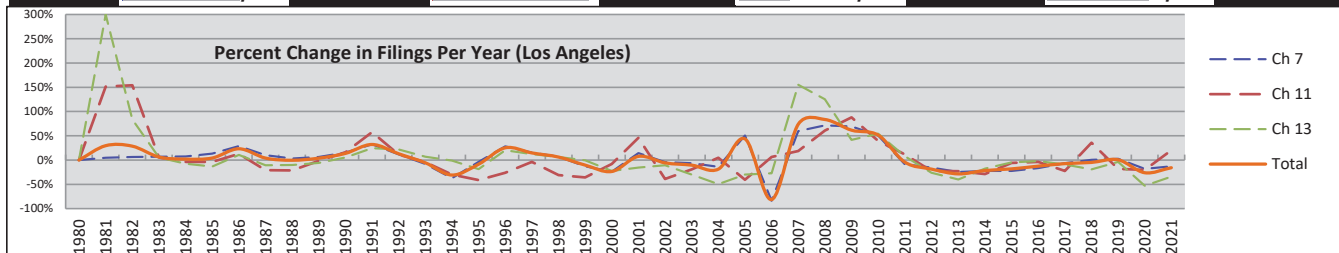
BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2021*								
CENTRAL DISTRICT OF CALIFORNIA								
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	17,935	N/A	317	N/A	1,963	N/A	20,215	N/A
1981	19,145	6.7%	787	148.3%	5,723	191.5%	25,655	26.9%
1982	21,027	9.8%	2,022	156.9%	10,528	84.0%	33,577	30.9%
1983	21,831	3.8%	2,128	5.2%	11,074	5.2%	35,033	4.3%
1984	22,669	3.8%	2,003	-5.9%	10,001	-9.7%	34,673	-1.0%
1985	25,983	14.6%	1,937	-3.3%	9,018	-9.8%	36,938	6.5%
1986	34,286	32.0%	2,079	7.3%	10,452	15.9%	46,817	26.7%
1987	38,097	11.1%	1,675	-19.4%	9,903	-5.3%	49,675	6.1%
1988	39,962	4.9%	1,360	-18.8%	9,548	-3.6%	50,870	2.4%
1989	41,869	4.8%	1,394	2.5%	10,838	13.5%	54,101	6.4%
1990	47,663	13.8%	1,482	6.3%	10,345	-4.5%	59,490	10.0%
1991	64,338	35.0%	2,272	53.3%	12,355	19.4%	78,965	32.7%
1992	76,842	19.4%	2,542	11.9%	14,483	17.2%	93,867	18.9%
1993	74,864	-2.6%	2,423	-4.7%	15,353	6.0%	92,640	-1.3%
1994	65,933	-11.9%	2,057	-15.1%	16,696	8.7%	84,686	-8.6%
1995	66,276	0.5%	1,449	-29.6%	15,104	-9.5%	82,829	-2.2%
1996	83,366	25.8%	1,065	-26.5%	18,253	20.8%	102,684	24.0%
1997	96,277	15.5%	911	-14.5%	20,999	15.0%	118,187	15.1%
1998	99,461	3.3%	622	-31.7%	20,904	-0.5%	120,987	2.4%
1999	82,623	-16.9%	472	-24.1%	19,340	-7.5%	102,435	-15.3%
2000	64,183	-22.3%	573	21.4%	16,028	-17.1%	80,784	-21.1%
2001	73,179	14.0%	573	0.0%	14,482	-9.6%	88,234	9.2%
2002	69,940	-4.4%	484	-15.5%	13,686	-5.5%	84,110	-4.7%
2003	65,227	-6.7%	371	-23.3%	10,088	-26.3%	75,686	-10.0%
2004	54,892	-15.8%	302	-18.6%	5,445	-46.0%	60,639	-19.9%
2005	79,948	45.6%	268	-11.3%	4,028	-26.0%	84,244	38.9%
2006	14,278	-82.1%	241	-10.1%	3,326	-17.4%	17,845	-78.8%
2007	25,688	79.9%	344	42.7%	8,014	141.0%	34,046	90.8%
2008	49,451	92.5%	789	129.4%	15,611	94.8%	65,851	93.4%
2009	83,674	69.2%	1,129	43.1%	23,848	52.8%	108,651	65.0%
2010	109,488	30.9%	1,125	-0.4%	32,176	34.9%	142,789	31.4%
2011	99,370	-9.2%	1,171	4.1%	34,161	6.2%	134,702	-5.7%
2012	81,200	-18.3%	908	-22.5%	23,472	-31.3%	105,580	-21.6%
2013	61,135	-24.7%	725	-20.2%	13,725	-41.5%	75,585	-28.4%
2014	45,655	-25.3%	505	-30.3%	11,200	-18.4%	57,360	-24.1%
2015	35,255	-22.8%	459	-9.1%	10,800	-3.6%	46,514	-18.9%
2016	30,384	-13.8%	433	-5.7%	10,569	-2.1%	41,386	-11.0%
2017	28,641	-5.7%	407	-6.0%	9,652	-8.7%	38,700	-6.5%
2018	28,481	-0.6%	464	14.0%	8,247	-14.6%	37,192	-3.9%
2019	29,807	4.7%	421	-9.3%	7,922	-3.9%	38,150	2.6%
2020	23,812	-20.1%	350	-16.9%	3,683	-53.5%	27,845	-27.0%
2021	20,329	-14.6%	323	-7.7%	2,448	-33.5%	23,100	-17.0%

*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2021*

LOS ANGELES DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	12,430	N/A	202	N/A	1,041	N/A	13,673	N/A
1981	13,055	5.0%	508	151.5%	4,162	299.8%	17,725	29.6%
1982	13,868	6.2%	1,291	154.1%	7,655	83.9%	22,814	28.7%
1983	14,825	6.9%	1,361	5.4%	8,074	5.5%	24,260	6.3%
1984	15,950	7.6%	1,309	-3.8%	7,484	-7.3%	24,743	2.0%
1985	18,051	13.2%	1,263	-3.5%	6,473	-13.5%	25,787	4.2%
1986	23,206	28.6%	1,423	12.7%	7,169	10.8%	31,798	23.3%
1987	25,599	10.3%	1,125	-20.9%	6,392	-10.8%	33,116	4.1%
1988	26,365	3.0%	886	-21.2%	5,746	-10.1%	32,997	-0.4%
1989	28,017	6.3%	870	-1.8%	5,423	-5.6%	34,310	4.0%
1990	32,306	15.3%	1,008	15.9%	5,718	5.4%	39,032	13.8%
1991	42,894	32.8%	1,586	57.3%	7,107	24.3%	51,587	32.2%
1992	47,853	11.6%	1,768	11.5%	8,678	22.1%	58,299	13.0%
1993	44,065	-7.9%	1,694	-4.2%	9,286	7.0%	55,045	-5.6%
1994	27,701	-37.1%	1,190	-29.8%	9,189	-1.0%	38,080	-30.8%
1995	26,661	-3.8%	700	-41.2%	7,485	-18.5%	34,846	-8.5%
1996	34,165	28.1%	518	-26.0%	8,989	20.1%	43,672	25.3%
1997	39,533	15.7%	498	-3.9%	10,086	12.2%	50,117	14.8%
1998	42,181	6.7%	343	-31.1%	10,721	6.3%	53,245	6.2%
1999	36,837	-12.7%	220	-35.9%	10,668	-0.5%	47,725	-10.4%
2000	28,008	-24.0%	203	-7.7%	8,306	-22.1%	36,517	-23.5%
2001	32,010	14.3%	296	45.8%	7,009	-15.6%	39,315	7.7%
2002	30,626	-4.3%	181	-38.9%	6,252	-10.8%	37,059	-5.7%
2003	28,661	-6.4%	146	-19.3%	4,380	-29.9%	33,187	-10.4%
2004	24,664	-13.9%	153	4.8%	2,204	-49.7%	27,021	-18.6%
2005	37,166	50.7%	91	-40.5%	1,542	-30.0%	38,799	43.6%
2006	6,043	-83.7%	97	6.6%	1,119	-27.4%	7,259	-81.3%
2007	9,664	59.9%	115	18.6%	2,857	155.3%	12,636	74.1%
2008	16,574	71.5%	185	60.9%	6,438	125.3%	23,197	83.6%
2009	28,028	69.1%	348	88.1%	9,100	41.3%	37,476	61.6%
2010	42,186	50.5%	485	39.4%	14,064	54.5%	56,735	51.4%
2011	38,586	-8.5%	541	11.5%	15,166	7.8%	54,293	-4.3%
2012	32,571	-15.6%	421	-22.2%	11,181	-26.3%	44,173	-18.6%
2013	24,573	-24.6%	325	-22.8%	6,717	-39.9%	31,615	-28.4%
2014	19,042	-22.5%	232	-28.6%	5,528	-17.7%	24,802	-21.5%
2015	14,826	-22.1%	218	-6.0%	5,252	-5.0%	20,296	-18.2%
2016	12,414	-16.3%	210	-3.7%	5,136	-2.2%	17,760	-12.5%
2017	11,629	-6.3%	163	-22.4%	4,675	-9.0%	16,467	-7.3%
2018	11,682	0.5%	221	35.6%	3,767	-19.4%	15,670	-4.8%
2019	11,967	2.4%	181	-18.1%	3,628	-3.7%	15,776	0.7%
2020	9,816	-18.0%	144	-20.4%	1,707	-52.9%	11,667	-26.0%
2021	8,541	-13.0%	173	20.1%	1,122	-34.3%	9,836	-15.7%

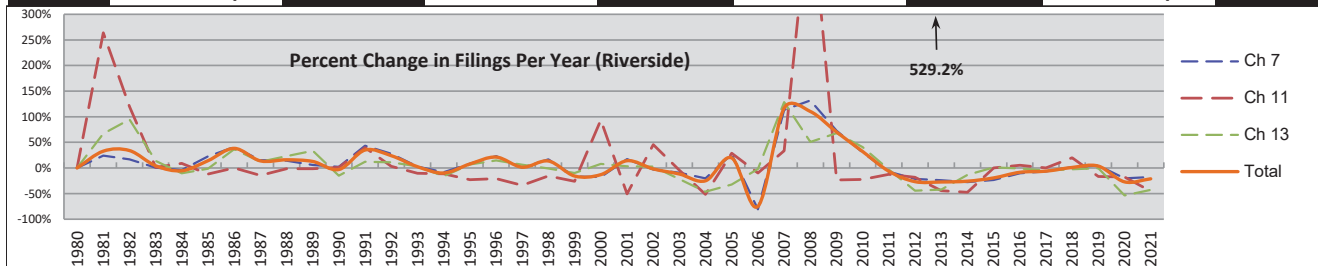


*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2021*

RIVERSIDE DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	2,324	N/A	25	N/A	417	N/A	2,766	N/A
1981	2,886	24.2%	91	264.0%	696	66.9%	3,673	32.8%
1982	3,370	16.8%	200	119.8%	1,354	94.5%	4,924	34.1%
1983	3,394	0.7%	202	1.0%	1,540	13.7%	5,136	4.3%
1984	3,255	-4.1%	220	8.9%	1,384	-10.1%	4,859	-5.4%
1985	3,994	22.7%	194	-11.8%	1,363	-1.5%	5,551	14.2%
1986	5,622	40.8%	194	0.0%	1,861	36.5%	7,677	38.3%
1987	6,483	15.3%	166	-14.4%	2,091	12.4%	8,740	13.8%
1988	7,403	14.2%	164	-1.2%	2,570	22.9%	10,137	16.0%
1989	7,838	5.9%	162	-1.2%	3,428	33.4%	11,428	12.7%
1990	8,017	2.3%	164	1.2%	2,908	-15.2%	11,089	-3.0%
1991	11,494	43.4%	229	39.6%	3,255	11.9%	14,978	35.1%
1992	14,715	28.0%	237	3.5%	3,613	11.0%	18,565	23.9%
1993	15,080	2.5%	213	-10.1%	3,737	3.4%	19,030	2.5%
1994	13,846	-8.2%	189	-11.3%	3,128	-16.3%	17,163	-9.8%
1995	15,015	8.4%	146	-22.8%	3,343	6.9%	18,504	7.8%
1996	18,484	23.1%	116	-20.5%	3,841	14.9%	22,441	21.3%
1997*	18,616	0.7%	77	-33.6%	4,093	6.6%	22,786	1.5%
1998	21,761	16.9%	65	-15.6%	4,062	-0.8%	25,888	13.6%
1999	18,110	-16.8%	48	-26.2%	3,658	-9.9%	21,816	-15.7%
2000	14,933	-17.5%	93	93.8%	3,951	8.0%	18,977	-13.0%
2001	17,540	17.5%	46	-50.5%	4,080	3.3%	21,666	14.2%
2002	17,026	-2.9%	67	45.7%	4,185	2.6%	21,278	-1.8%
2003	15,445	-9.3%	64	-4.5%	3,266	-22.0%	18,775	-11.8%
2004	12,306	-20.3%	31	-51.6%	1,751	-46.4%	14,088	-25.0%
2005	15,623	27.0%	40	29.0%	1,185	-32.3%	16,848	19.6%
2006	3,020	-80.7%	36	-10.0%	1,164	-1.8%	4,220	-75.0%
2007	6,440	113.2%	48	33.3%	2,660	128.5%	9,148	116.8%
2008	14,928	131.8%	302	529.2%	4,009	50.7%	19,239	110.3%
2009	25,800	72.8%	232	-23.2%	6,733	67.9%	32,765	70.3%
2010	33,618	30.3%	180	-22.4%	9,478	40.8%	43,276	32.1%
2011	31,147	-7.4%	158	-12.2%	9,199	-2.9%	40,504	-6.4%
2012	24,451	-21.5%	129	-18.4%	5,103	-44.5%	29,683	-26.7%
2013	18,557	-24.1%	72	-44.2%	2,946	-42.3%	21,575	-27.3%
2014	13,416	-27.7%	38	-47.2%	2,553	-13.3%	16,007	-25.8%
2015	10,281	-23.4%	38	0.0%	2,580	1.1%	12,899	-19.4%
2016	9,215	-10.4%	40	5.3%	2,556	-0.9%	11,811	-8.4%
2017	8,606	-6.6%	40	0.0%	2,431	-4.9%	11,077	-6.2%
2018	8,770	1.9%	48	20.0%	2,373	-2.4%	11,191	1.0%
2019	9,204	4.9%	40	-16.7%	2,358	-0.6%	11,602	3.7%
2020	7,330	-20.4%	33	-17.5%	1,094	-53.6%	8,457	-27.1%
2021	6,028	-17.8%	18	-45.5%	625	-42.9%	6,671	-21.1%

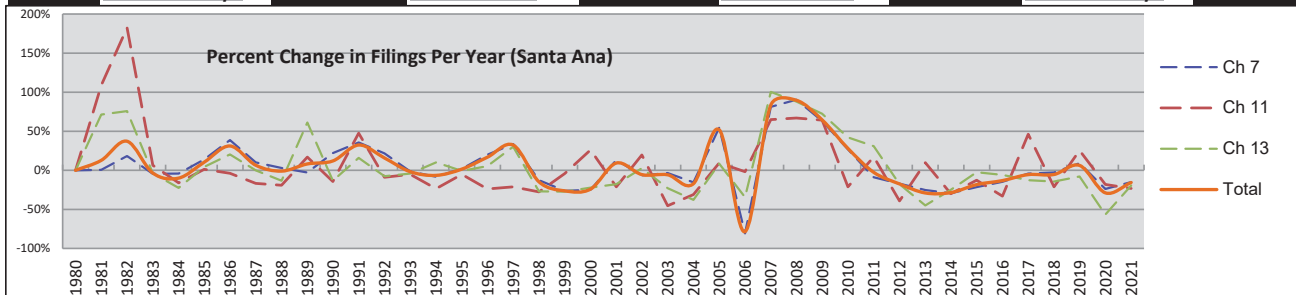


*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2021*

SANTA ANA DIVISION

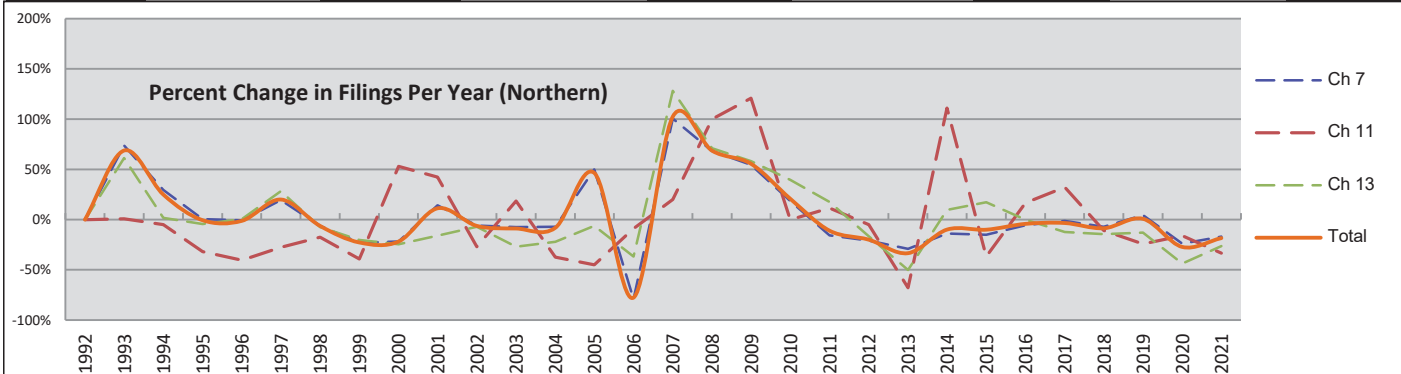
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,204	0.7%	188	108.9%	865	71.3%	4,257	12.7%
1982	3,789	18.3%	531	182.4%	1,519	75.6%	5,839	37.2%
1983	3,612	-4.7%	565	6.4%	1,460	-3.9%	5,637	-3.5%
1984	3,464	-4.1%	474	-16.1%	1,133	-22.4%	5,071	-10.0%
1985	3,938	13.7%	480	1.3%	1,182	4.3%	5,600	10.4%
1986	5,458	38.6%	462	-3.8%	1,422	20.3%	7,342	31.1%
1987	6,015	10.2%	384	-16.9%	1,420	-0.1%	7,819	6.5%
1988	6,194	3.0%	310	-19.3%	1,232	-13.2%	7,736	-1.1%
1989	6,014	-2.9%	362	16.8%	1,987	61.3%	8,363	8.1%
1990	7,340	22.0%	310	-14.4%	1,719	-13.5%	9,369	12.0%
1991	9,950	35.6%	457	47.4%	1,993	15.9%	12,400	32.4%
1992	12,095	21.6%	416	-9.0%	1,841	-7.6%	14,352	15.7%
1993	11,933	-1.3%	394	-5.3%	1,764	-4.2%	14,091	-1.8%
1994	10,929	-8.4%	301	-23.6%	1,945	10.3%	13,175	-6.5%
1995	11,149	2.0%	285	-5.3%	1,933	-0.6%	13,367	1.5%
1996	13,361	19.8%	217	-23.9%	2,036	5.3%	15,614	16.8%
1997*	17,839	33.5%	171	-21.2%	2,647	30.0%	20,657	32.3%
1998	15,548	-12.8%	124	-27.5%	1,936	-26.9%	17,608	-14.8%
1999	11,449	-26.4%	119	-4.0%	1,405	-27.4%	12,973	-26.3%
2000	8,599	-24.9%	150	26.1%	1,094	-22.1%	9,843	-24.1%
2001	9,736	13.2%	118	-21.3%	899	-17.8%	10,753	9.2%
2002	9,092	-6.6%	141	19.5%	924	2.8%	10,157	-5.5%
2003	8,780	-3.4%	77	-45.4%	714	-22.7%	9,571	-5.8%
2004	7,434	-15.3%	53	-31.2%	443	-38.0%	7,930	-17.1%
2005	11,505	54.8%	58	9.4%	480	8.4%	12,043	51.9%
2006	2,212	-80.8%	57	-1.7%	314	-34.6%	2,583	-78.6%
2007	4,007	81.1%	94	64.9%	629	100.3%	4,730	83.1%
2008	7,626	90.3%	157	67.0%	1,183	88.1%	8,966	89.6%
2009	12,444	63.2%	258	64.3%	2,037	72.2%	14,739	64.4%
2010	15,764	26.7%	203	-21.3%	2,894	42.1%	18,861	28.0%
2011	14,351	-9.0%	238	17.2%	3,783	30.7%	18,372	-2.6%
2012	11,920	-16.9%	145	-39.1%	3,108	-17.8%	15,173	-17.4%
2013	8,902	-25.3%	159	9.7%	1,714	-44.9%	10,775	-29.0%
2014	6,303	-29.2%	111	-30.2%	1,288	-24.9%	7,702	-28.5%
2015	4,939	-21.6%	97	-12.6%	1,255	-2.6%	6,291	-18.3%
2016	4,216	-14.6%	65	-33.0%	1,180	-6.0%	5,461	-13.2%
2017	4,033	-4.3%	95	46.2%	1,031	-12.6%	5,159	-5.5%
2018	3,924	-2.7%	75	-21.1%	882	-14.5%	4,881	-5.4%
2019	4,277	9.0%	94	25.3%	812	-7.9%	5,183	6.2%
2020	3,256	-23.9%	77	-18.1%	352	-56.7%	3,685	-28.9%
2021	2,765	-15.1%	59	-23.4%	284	-19.3%	3,108	-15.7%



*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2021***NORTHERN DIVISION****(Filings prior to 1992 were included in Los Angeles Division)**

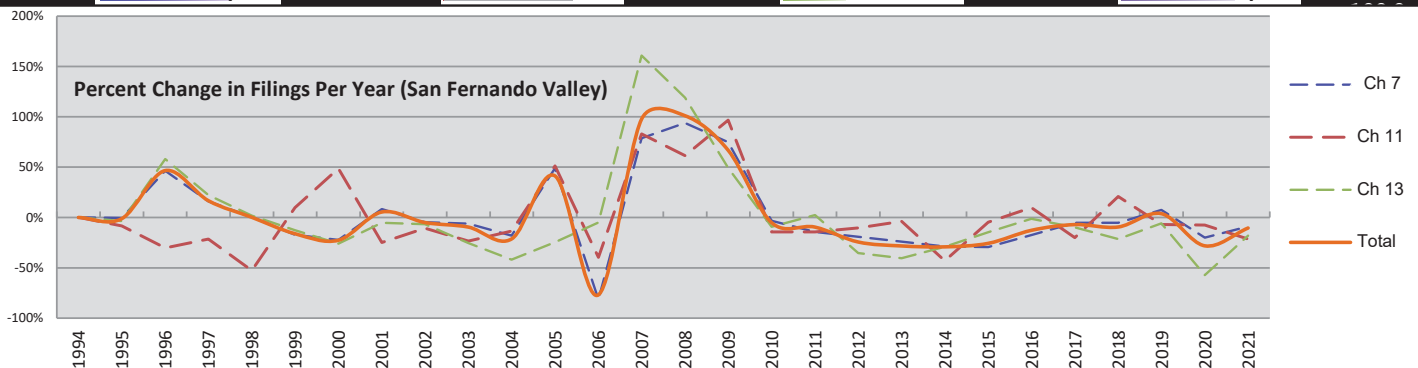
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1992	2,179	N/A	121	N/A	351	N/A	2,651	N/A
1993	3,786	73.7%	122	0.8%	566	61.3%	4,474	68.8%
1994	4,897	29.3%	116	-4.9%	575	1.6%	5,588	24.9%
1995	4,927	0.6%	79	-31.9%	549	-4.5%	5,555	-0.6%
1996	4,886	-0.8%	47	-40.5%	551	0.4%	5,484	-1.3%
1997	5,838	19.5%	34	-27.7%	707	28.3%	6,579	20.0%
1998	5,481	-6.1%	28	-17.6%	654	-7.5%	6,163	-6.3%
1999	4,222	-23.0%	17	-39.3%	521	-20.3%	4,760	-22.8%
2000	3,299	-21.9%	26	52.9%	393	-24.6%	3,718	-21.9%
2001	3,770	14.3%	37	42.3%	330	-16.0%	4,137	11.3%
2002	3,544	-6.0%	27	-27.0%	306	-7.3%	3,877	-6.3%
2003	3,278	-7.5%	32	18.5%	223	-27.1%	3,533	-8.9%
2004	3,048	-7.0%	20	-37.5%	174	-22.0%	3,242	-8.2%
2005	4,571	50.0%	11	-45.0%	163	-6.3%	4,745	46.4%
2006	949	-79.2%	10	-9.1%	103	-36.8%	1,062	-77.6%
2007	1,903	100.5%	12	20.0%	235	128.2%	2,150	102.4%
2008	3,200	68.2%	24	100.0%	402	71.1%	3,626	68.7%
2009	4,948	54.6%	53	120.8%	636	58.2%	5,637	55.5%
2010	5,861	18.5%	53	0.0%	888	39.6%	6,802	20.7%
2011	4,949	-15.6%	59	11.3%	1,044	17.6%	6,052	-11.0%
2012	3,918	-20.8%	56	-5.1%	869	-16.8%	4,843	-20.0%
2013	2,772	-29.2%	18	-67.9%	433	-50.2%	3,223	-33.5%
2014	2,390	-13.8%	38	111.1%	475	9.7%	2,903	-9.9%
2015	2,030	-15.1%	24	-36.8%	557	17.3%	2,611	-10.1%
2016	1,915	-5.7%	28	16.7%	557	0.0%	2,500	-4.3%
2017	1,890	-1.3%	37	32.1%	488	-12.4%	2,415	-3.4%
2018	1,756	-7.1%	33	-10.8%	418	-14.3%	2,207	-8.6%
2019	1,835	4.5%	25	-24.2%	364	-12.9%	2,224	0.8%
2020	1,393	-24.1%	21	-16.0%	205	-43.7%	1,619	-27.2%
2021	1,156	-17.0%	14	-33.3%	151	-26.3%	1,321	-18.4%



*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2021***SAN FERNANDO VALLEY DIVISION****(Filings prior to 1994 were included in Los Angeles Division)**

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1994	8,560	N/A	261	N/A	1,859	N/A	10,680	N/A
1995	8,524	-0.4%	239	-8.4%	1,794	-3.5%	10,557	-1.2%
1996	12,470	46.3%	167	-30.1%	2,836	58.1%	15,473	46.6%
1997	14,451	15.9%	131	-21.6%	3,466	22.2%	18,048	16.6%
1998	14,490	0.3%	62	-52.7%	3,531	1.9%	18,083	0.2%
1999	12,005	-17.1%	68	9.7%	3,088	-12.5%	15,161	-16.2%
2000	9,344	-22.2%	101	48.5%	2,284	-26.0%	11,729	-22.6%
2001	10,123	8.3%	76	-24.8%	2,164	-5.3%	12,363	5.4%
2002	9,652	-4.7%	68	-10.5%	2,019	-6.7%	11,739	-5.0%
2003	9,063	-6.1%	52	-23.5%	1,505	-25.5%	10,620	-9.5%
2004	7,440	-17.9%	45	-13.5%	873	-42.0%	8,358	-21.3%
2005	11,083	49.0%	68	51.1%	658	-24.6%	11,809	41.3%
2006	2,054	-81.5%	41	-39.7%	626	-4.9%	2,721	-77.0%
2007	3,674	78.9%	75	82.9%	1,633	160.9%	5,382	97.8%
2008	7,123	93.9%	121	61.3%	3,579	119.2%	10,823	101.1%
2009	12,454	74.8%	238	96.7%	5,342	49.3%	18,034	66.6%
2010	12,059	-3.2%	204	-14.3%	4,852	-9.2%	17,115	-5.1%
2011	10,337	-14.3%	175	-14.2%	4,969	2.4%	15,481	-9.5%
2012	8,340	-19.3%	157	-10.3%	3,211	-35.4%	11,708	-24.4%
2013	6,331	-24.1%	151	-3.8%	1,915	-40.4%	8,397	-28.3%
2014	4,504	-28.9%	86	-43.0%	1,356	-29.2%	5,946	-29.2%
2015	3,179	-29.4%	82	-4.7%	1,156	-14.7%	4,417	-25.7%
2016	2,624	-17.5%	90	9.8%	1,140	-1.4%	3,854	-12.7%
2017	2,483	-5.4%	72	-20.0%	1,027	-9.9%	3,582	-7.1%
2018	2,349	-5.4%	87	20.8%	807	-21.4%	3,243	-9.5%
2019	2,524	7.4%	81	-6.9%	760	-5.8%	3,365	3.8%
2020	2,017	-20.1%	75	-7.4%	325	-57.2%	2,417	-28.2%
2021	1,839	-8.8%	59	-21.3%	266	-18.2%	2,164	-10.5%



*Based on CA Central District internal filings data

Appendix III: Pro Bono Honor Roll

United States Bankruptcy Court
Central District of California



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United States Bankruptcy Court
Central District of California



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Executive Officer/Clerk of Court

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